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# Project Design and Management

Trainers: Ayça Bulut Bican, Agustín Moya-Colorado

30-31 October 2023

 (+90) 392 227 65 05

 [www.civicspace.eu](http://www.civicspace.eu)



Hüseyin Küçük Street Şeytanoğlu Apt. No:38, Köşlüçiftlik, Nicosia

This project is funded by the European Union and implemented by a consortium led by B&S Europe.  
Bu proje Avrupa Birliği tarafından finanse edilmekte olup B&S Europe liderliğindeki konsorsiyum tarafından uygulanmaktadır.



# Welcome!

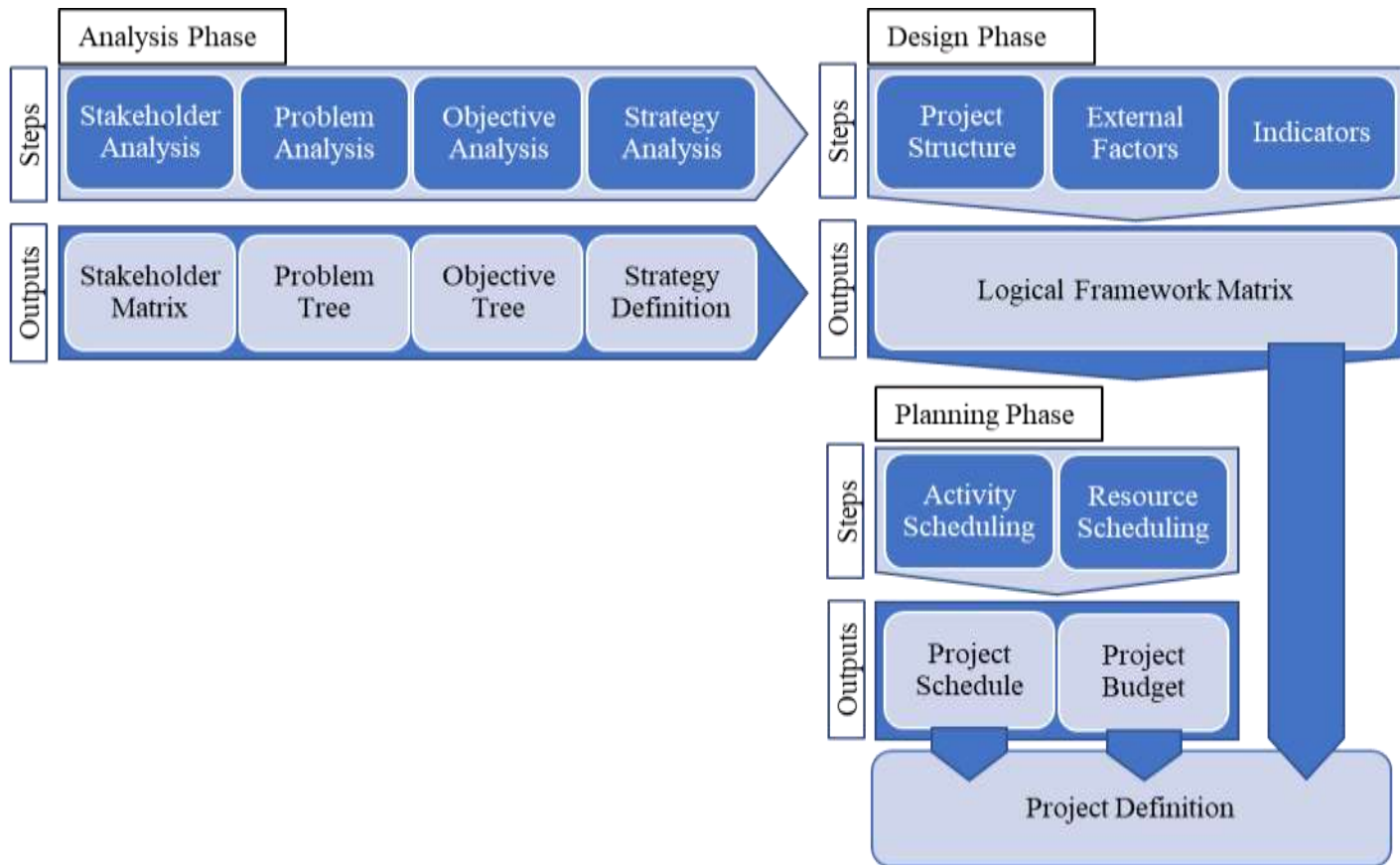
## **Today's Agenda: Learning by doing!**

- Problem analysis
- Objectives & strategies
- Result chains
- Indicators, baseline & targets
- SoVs
- Budget & timeline
- Risk analysis
- Overall LFM
- Reporting and other earthly matters!

# Agenda Day 2

31 October 2023 - Tuesday	
Time	Agenda
10:00- 11:00	Case study: Welcome to Colombo & Analysis
11:00-11:15	Break
11:15-12:30	Result Chains
12:30-13:15	Break
13:15-14:15	Indicators & SoVs
14:15-14:30	Break
14:30-15:20	Activities & Budgets
15:20-15:35	Break
15:35-16:45	Putting it all together: LFM for planning & management & monitoring

# The Logical Framework Approach



Welcome  
TO  
COLOMBO!



## Heads Up!

*Our day in Colombo!*



## Heads Up!

You are one of the CSOs in Colombo.

Your expertise and mission is related to one of below:

- 1) Working with children and youth
- 2) Working with municipalities and decision makers
- 3) Working with farmers
- 4) Working with health professionals

You will receive a background story on life in Colombo

# Human Rights Based Approach

- The HRBA includes the following five working principles.
  - Applying all human rights for all;
  - Meaningful and inclusive participation and access to decision-making;
  - Non-discrimination and equality;
  - Accountability and rule of law for all;
  - Transparency and access to information supported by disaggregated data.







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# Human Rights Based Approach

- Context analysis
- Problem analysis
- Stakeholder analysis
- Results
- Indicators
- Processes

## HRBA Looks at:

**The objectives:** All interventions, policies and technical assistance should advance the realisation of human rights, including labour rights and women's rights. This means that all interventions in any sector, under whatever modality, in whatever country, with whatever stakeholder, should target the respect, protection and fulfilment of human rights for women and men, girls and boys, in all their diversity.

**The processes:** The HRBA ensures that the processes used in programming, designing and implementing EU external action, do further fundamental human rights and freedoms. During these processes, the HRBA working principles should guide the work: applying all human rights for all; meaningful and inclusive participation and access to decision-making; non-discrimination and equality; accountability and rule of law for all; and transparency and access to information supported by disaggregated data. The HRBA builds on the human rights standards and principles of the Universal Declaration of Human Rights (UDHR). The UDHR and the other international human rights instruments guide all development cooperation and programming in all sectors and phases of the programming process.

**The outcomes:** The outcomes of interventions should contribute to the development of the capacities of 'duty-bearers' to meet their obligations and/or of 'rights-holders' to know, claim and enjoy their human rights.



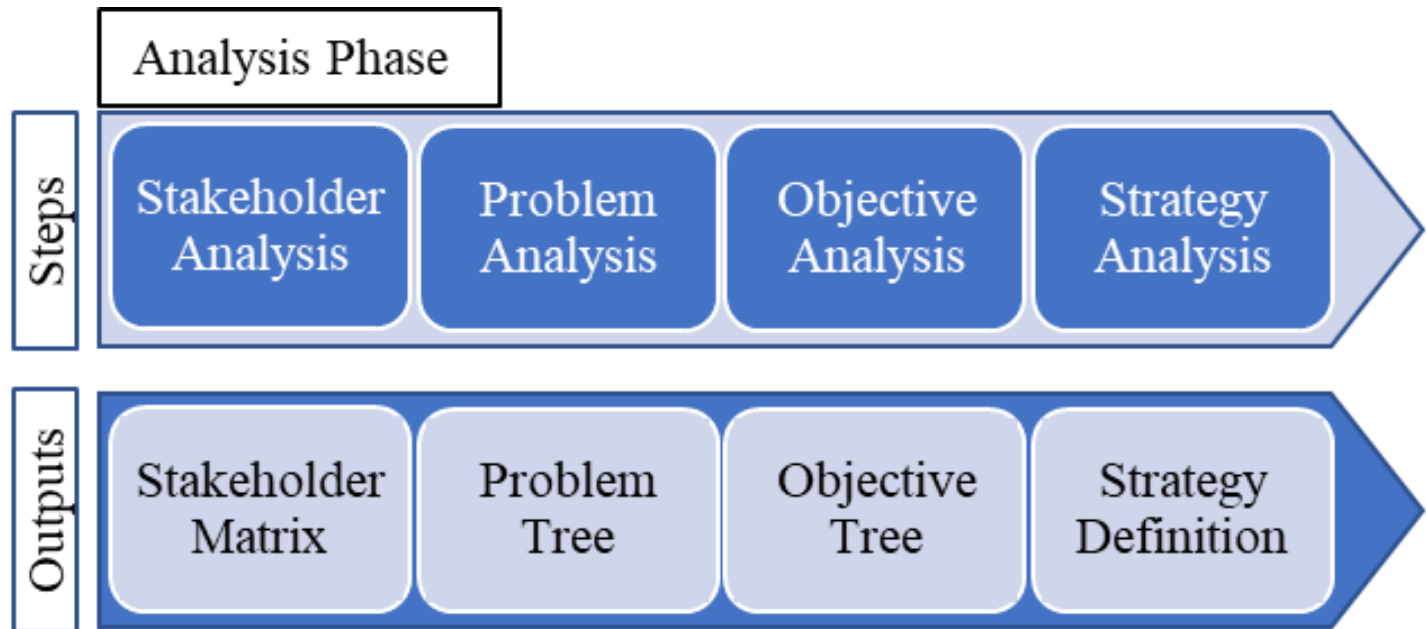
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# Starting Point: Analysis

How do we know what to do?

In LFM approach....





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# Stakeholder analysis

## Stakeholder analysis

- Remember the wedding plans!
- Read the Colombo case, identify the stakeholders
- Take notes on the stakeholders in Colombo matrix
- You have 10 minutes

Stakeholder	Characteristics	Capacities	Interest	Influence	Engagement



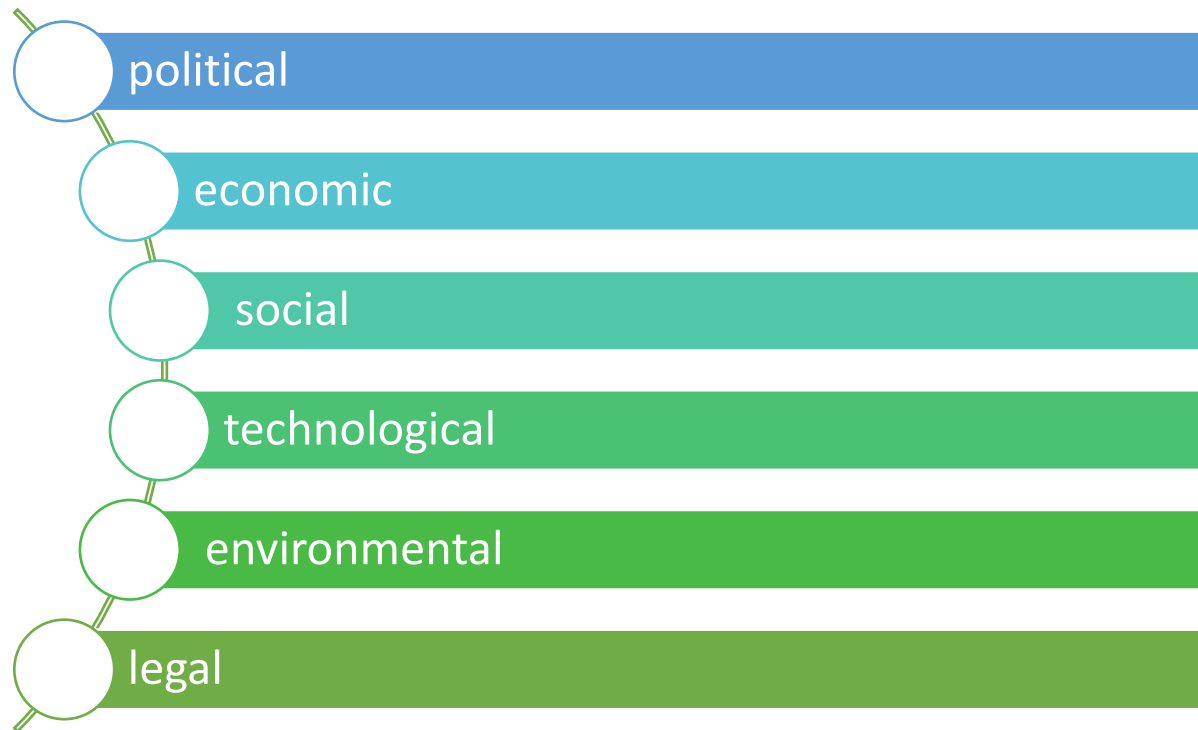
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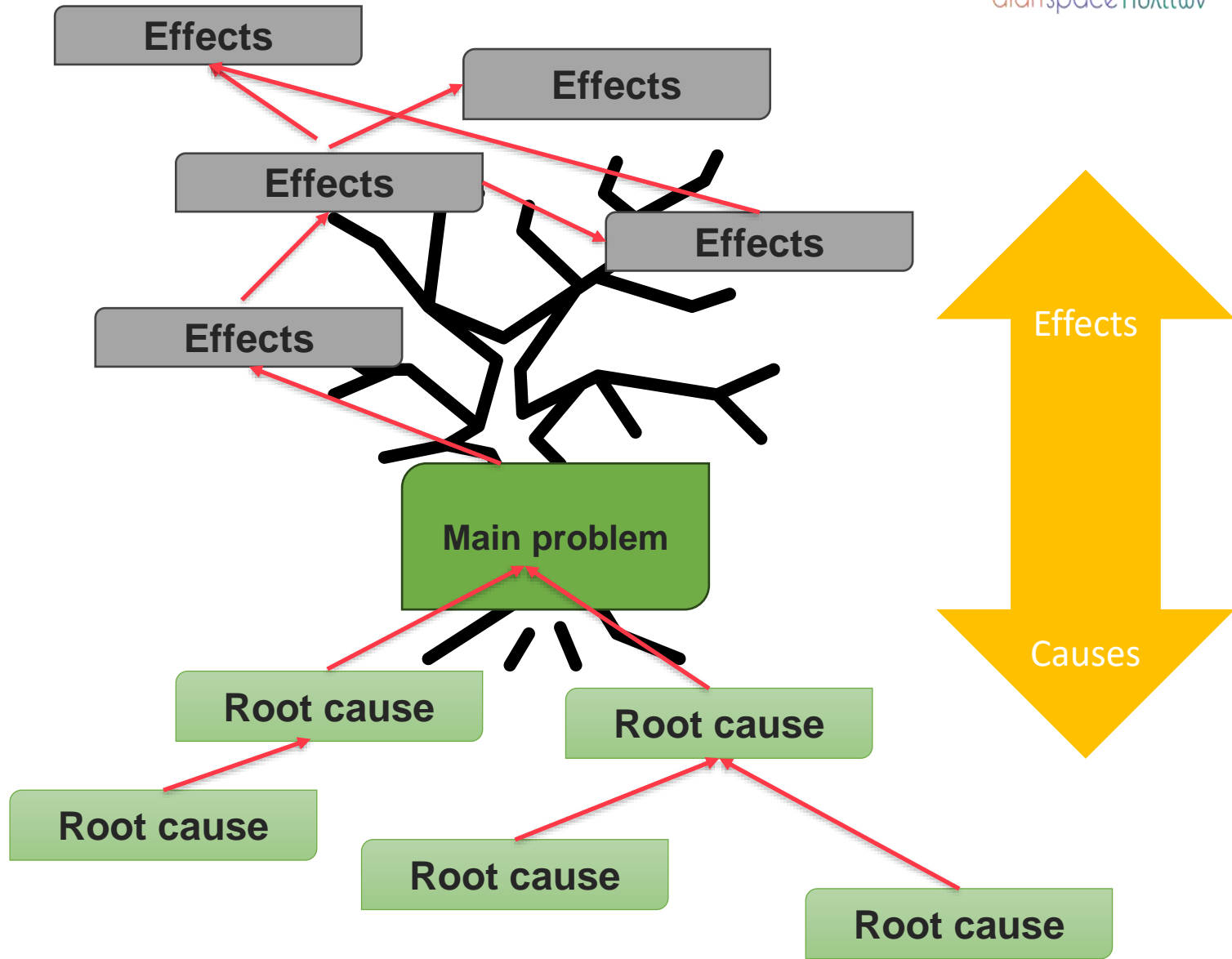
# Problem analysis

# Before problem analysis

Consider the **context** from various aspects:  
PESTEL analysis



# Problem tree





The problem analysis identifies the negative aspects of an existing situation and establishes the “cause and effect” relationships between the identified problems.

The problems identified are arranged in a “problem-tree” by establishing the cause and effect relationships between the negative aspects of an existing situation.

Depending on the complexity of the situation to be addressed by the project, preliminary technical or socio-economic studies or assessments might be useful.

There are different ways to analyse the problem, even when you are using “problem tree”

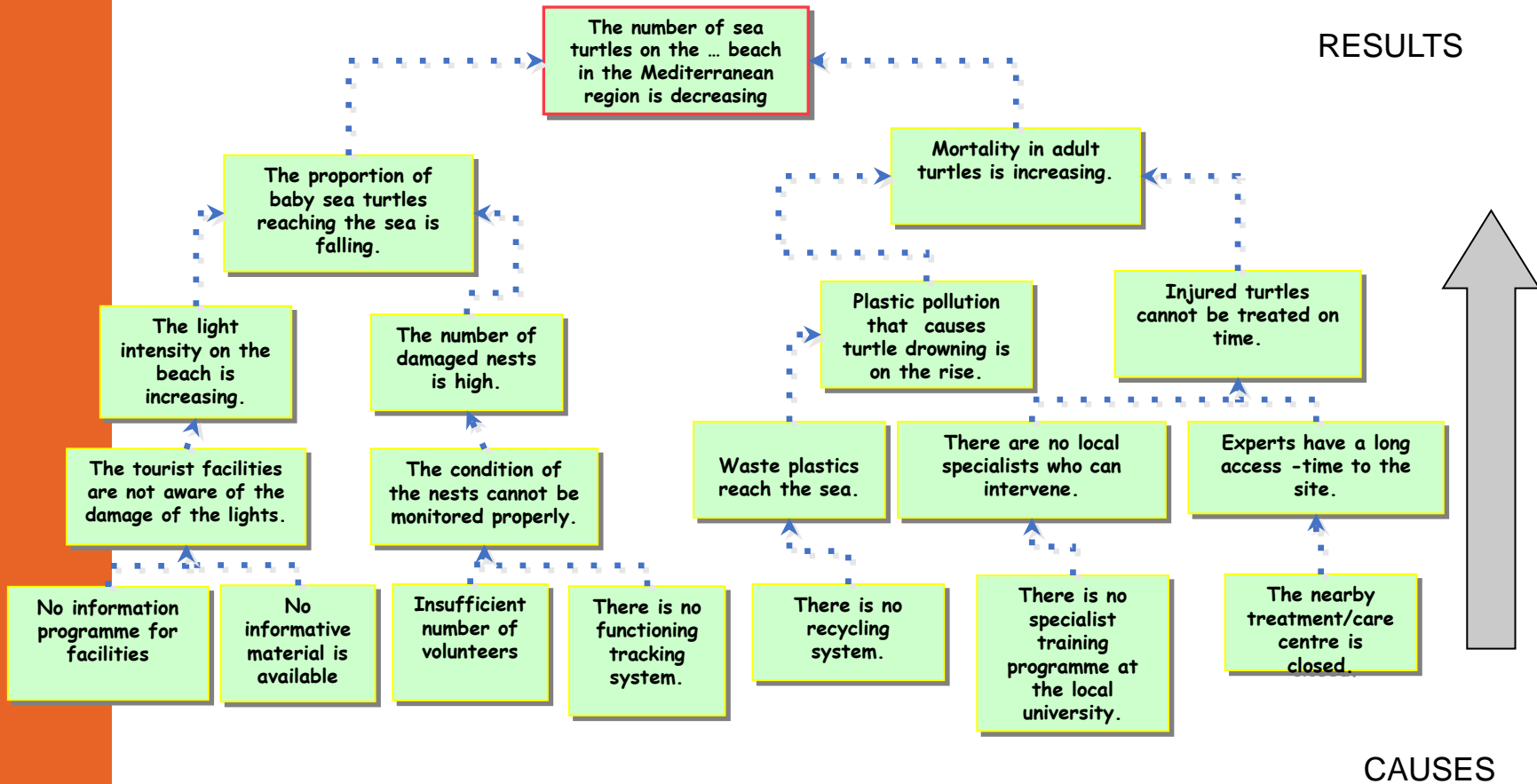
## Way 1:

- 3 or 5 whys: Put the main problem on the top
- Ask «why this happens?»
- Build a hierarchy of problems
- The top ones are effects, lower ones are causes

## Way 2:

- Put the main problem on the “trunk of the tree”
- Ask “what happens because of this” and effects up on branches
- Look at the main problem, ask «what causes this?»
- Put the causes in the roots of tree

## A simplified example

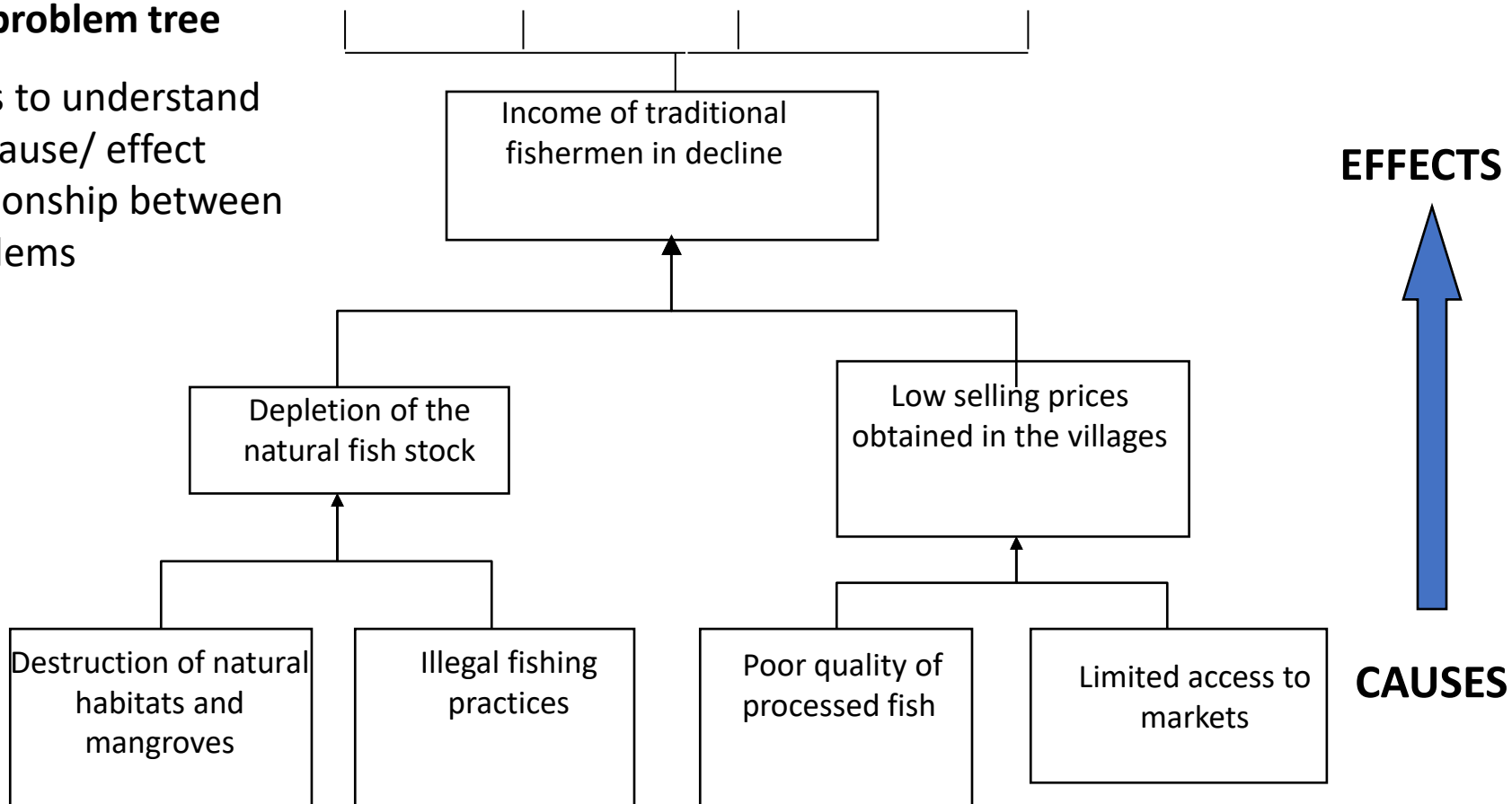


## Another simplified example

# Problem tree: Simplified example

## The problem tree

helps to understand  
the cause/ effect  
relationship between  
problems





## EXERCISE

You are a CSO working on community development in Colombo.

Your expertise and mission is related to one of below:

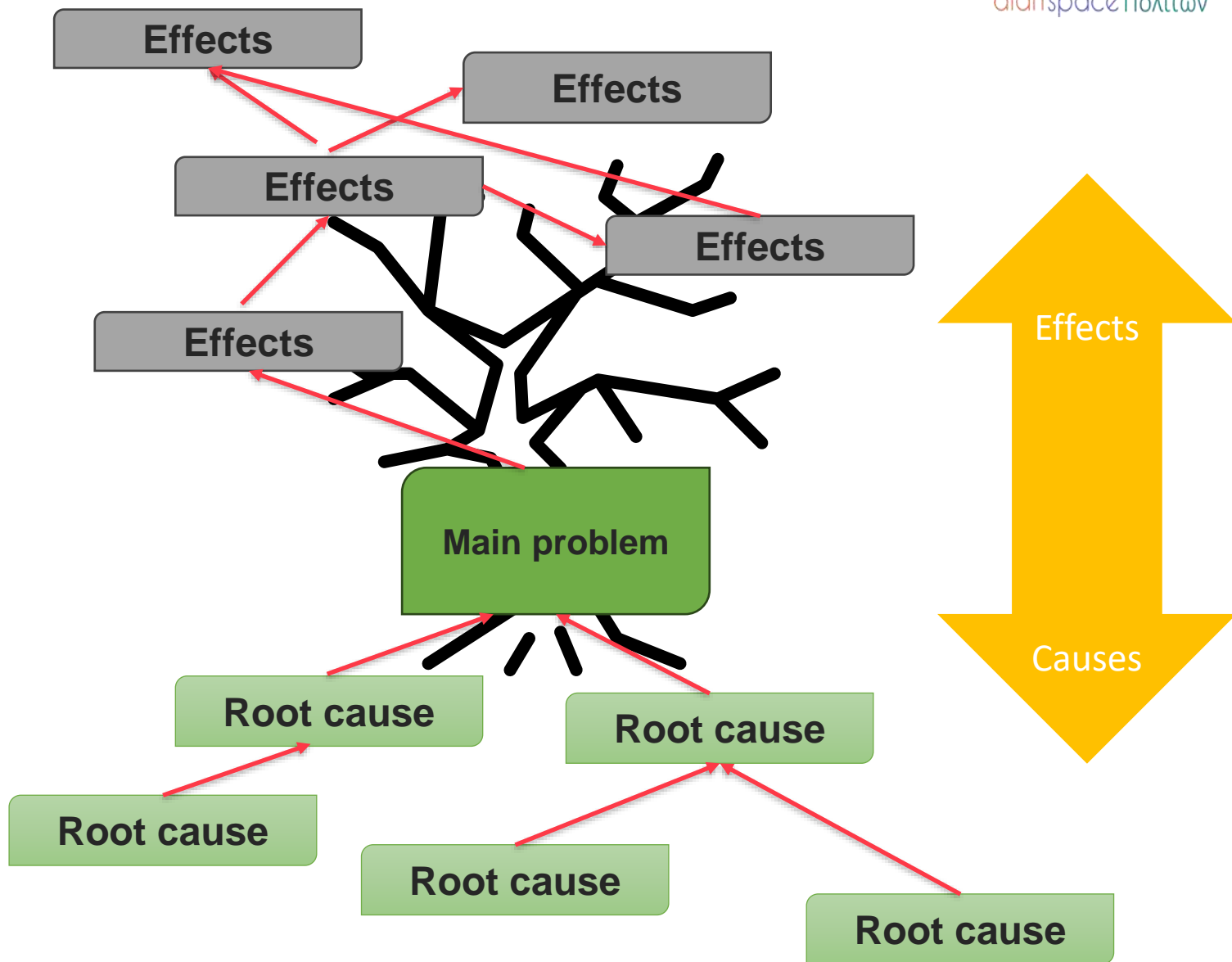
- 1) Working with children and youth
  - 2) Working with municipalities and decision makers
  - 3) Working with farmers
  - 4) Working with health Professional
- You care about well-being of Colombo community. You want to see the community prosper.
  - Read your background on Colombo.
  - Produce a problem analysis that you want to build an intervention on.



## EXERCISE

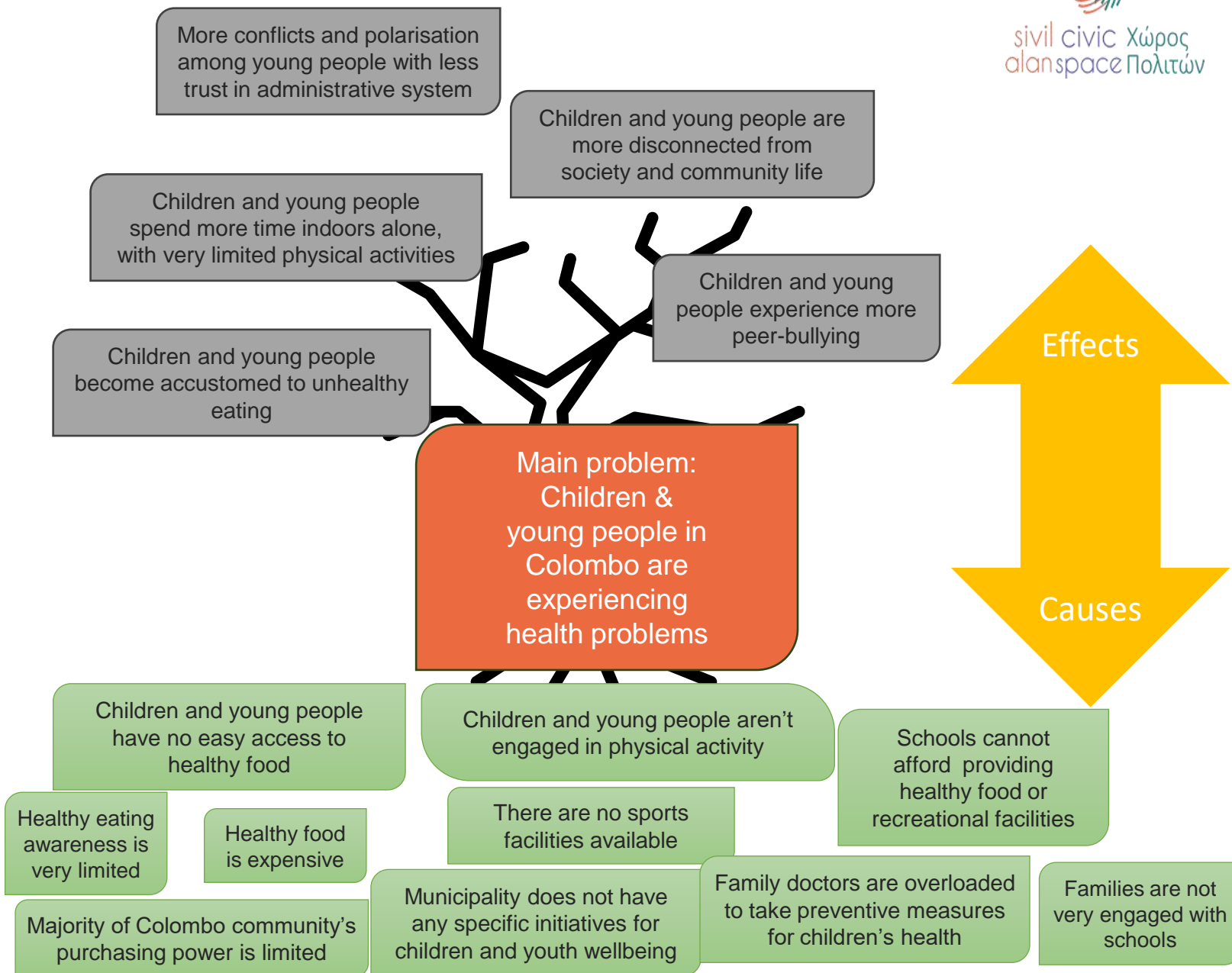
- Put the main problem on the “trunk of the tree”
- Ask “what happens because of this” and effects up on branches
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- Put the causes in the roots of tree

# Problem tree



# Problem tree

## Trainers' problem tree







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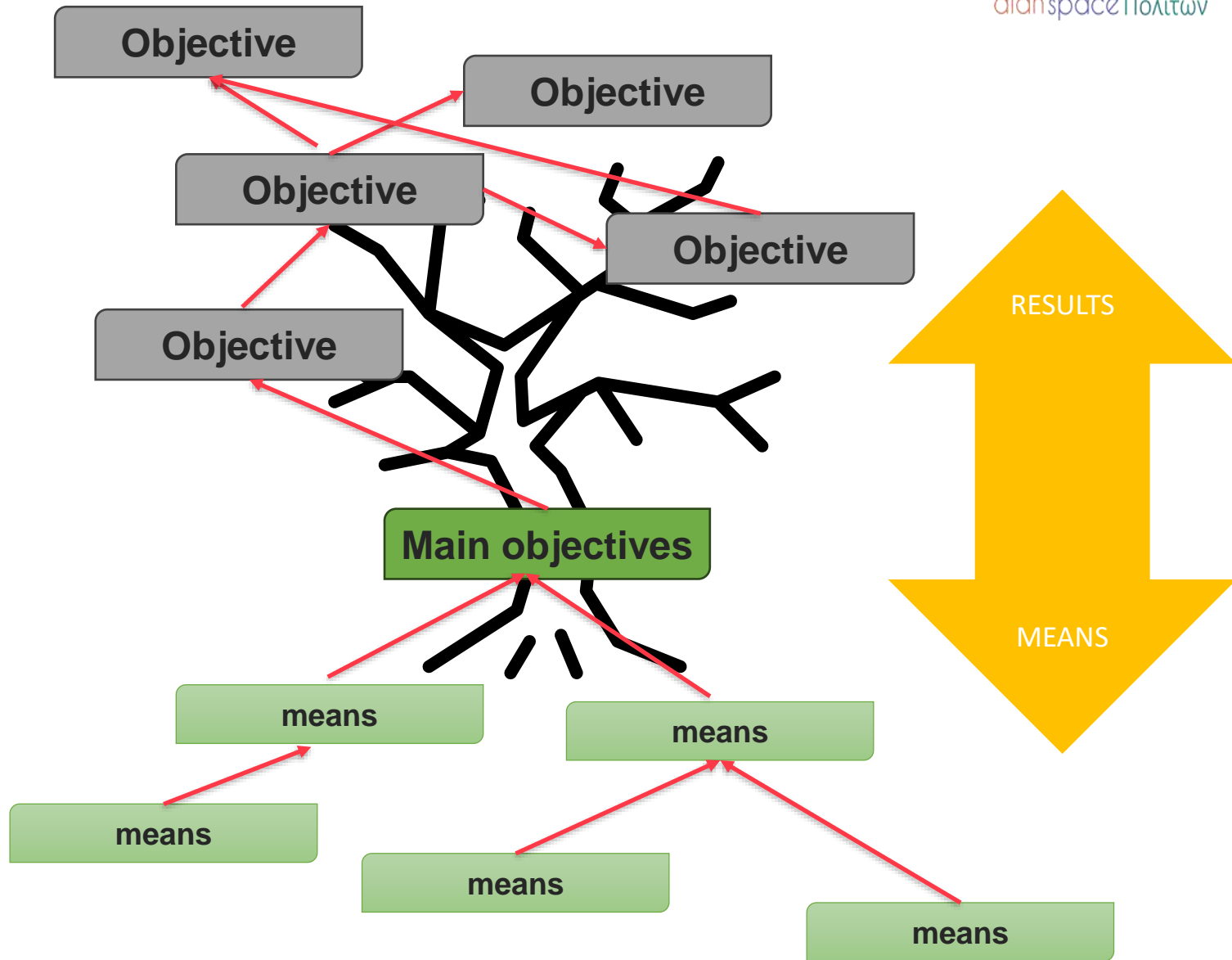
# Objective analysis

## Objective analysis

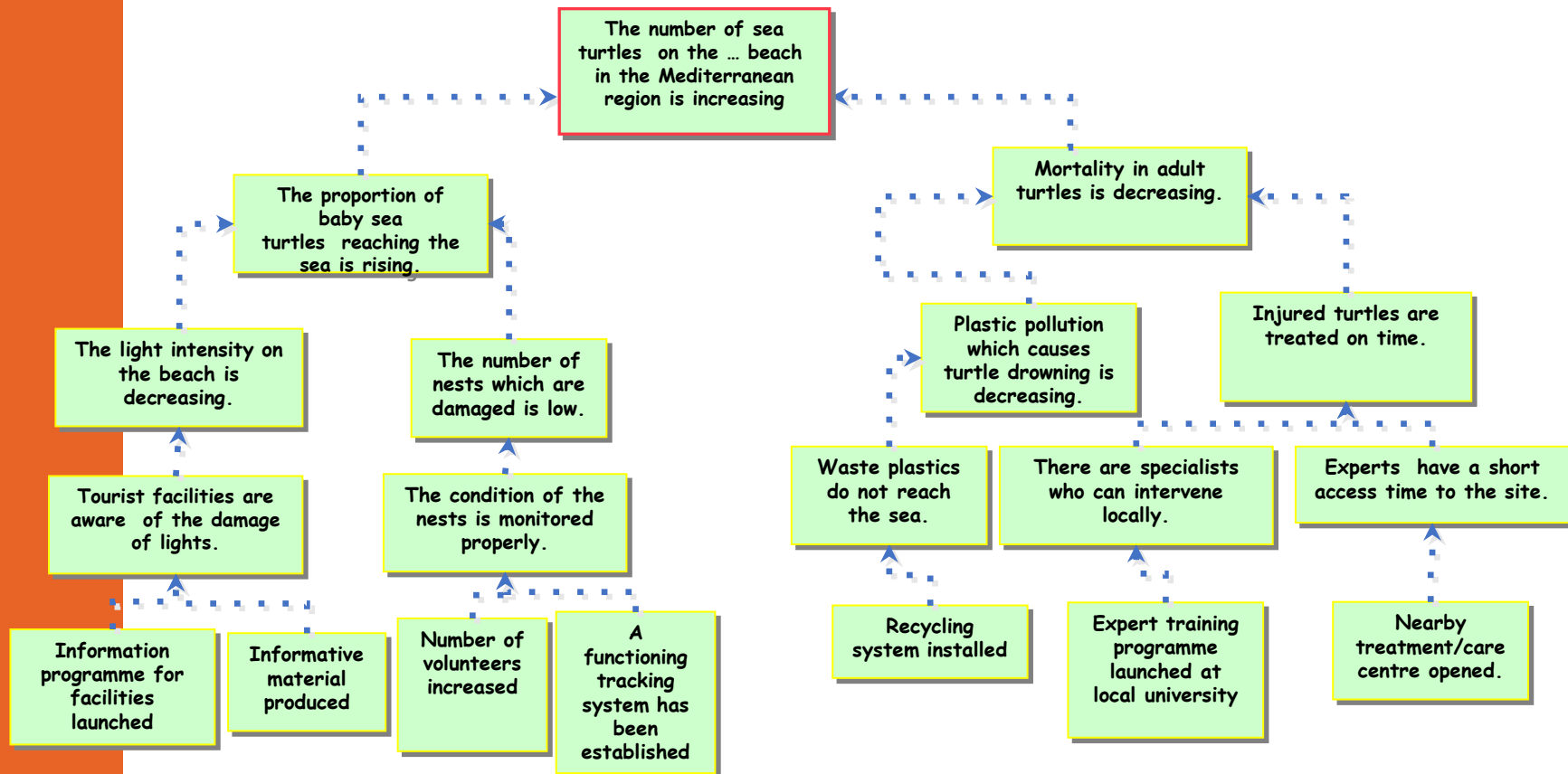
- The objective analysis is the positive reverse image of the problem analysis.
- The analysis of objectives is a methodological approach employed to:
  - Describe the situation in the future once identified problems have been remedied;
  - Verify the hierarchy of objectives; and
  - Illustrate the means-ends relationships in a diagram.
- The “negative situations” of the problem tree are converted into solutions and expressed as “**positive achievements**”. These positive achievements are in fact objectives, and are presented in a diagram of objectives showing a means to ends hierarchy.

# Objective tree

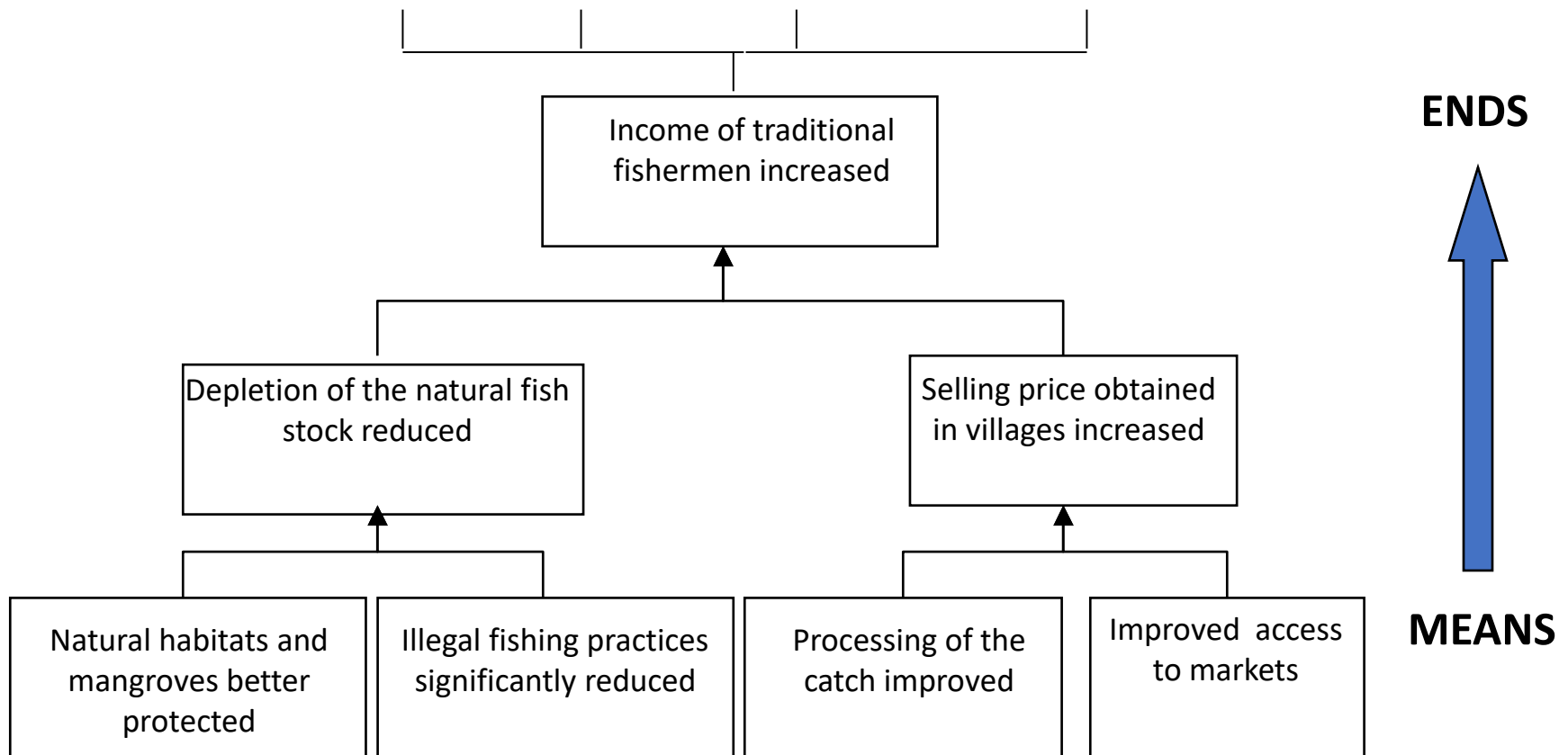
## Objective tree



## Example Objective tree



## Objective tree: Simplified example

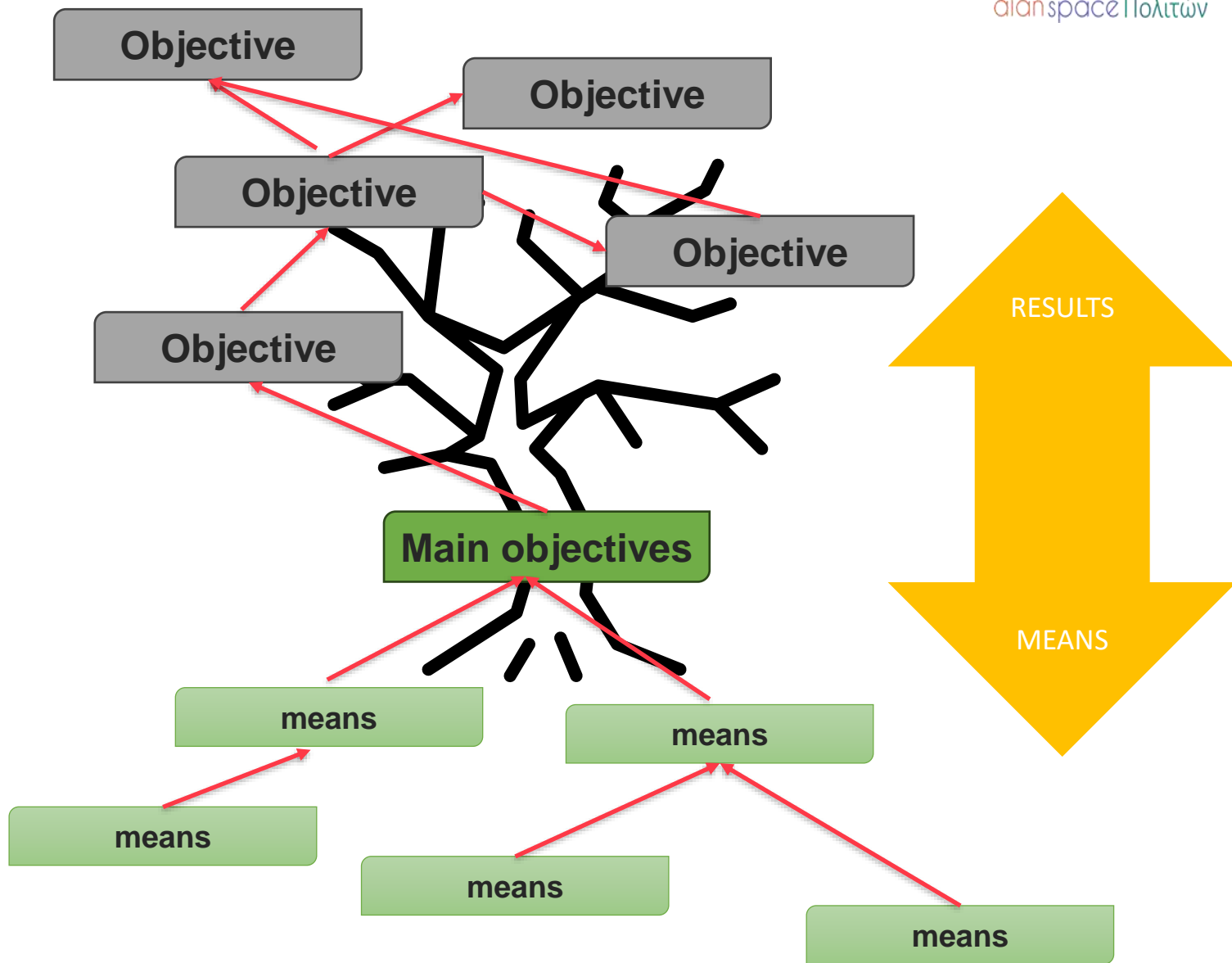




## EXERCISE

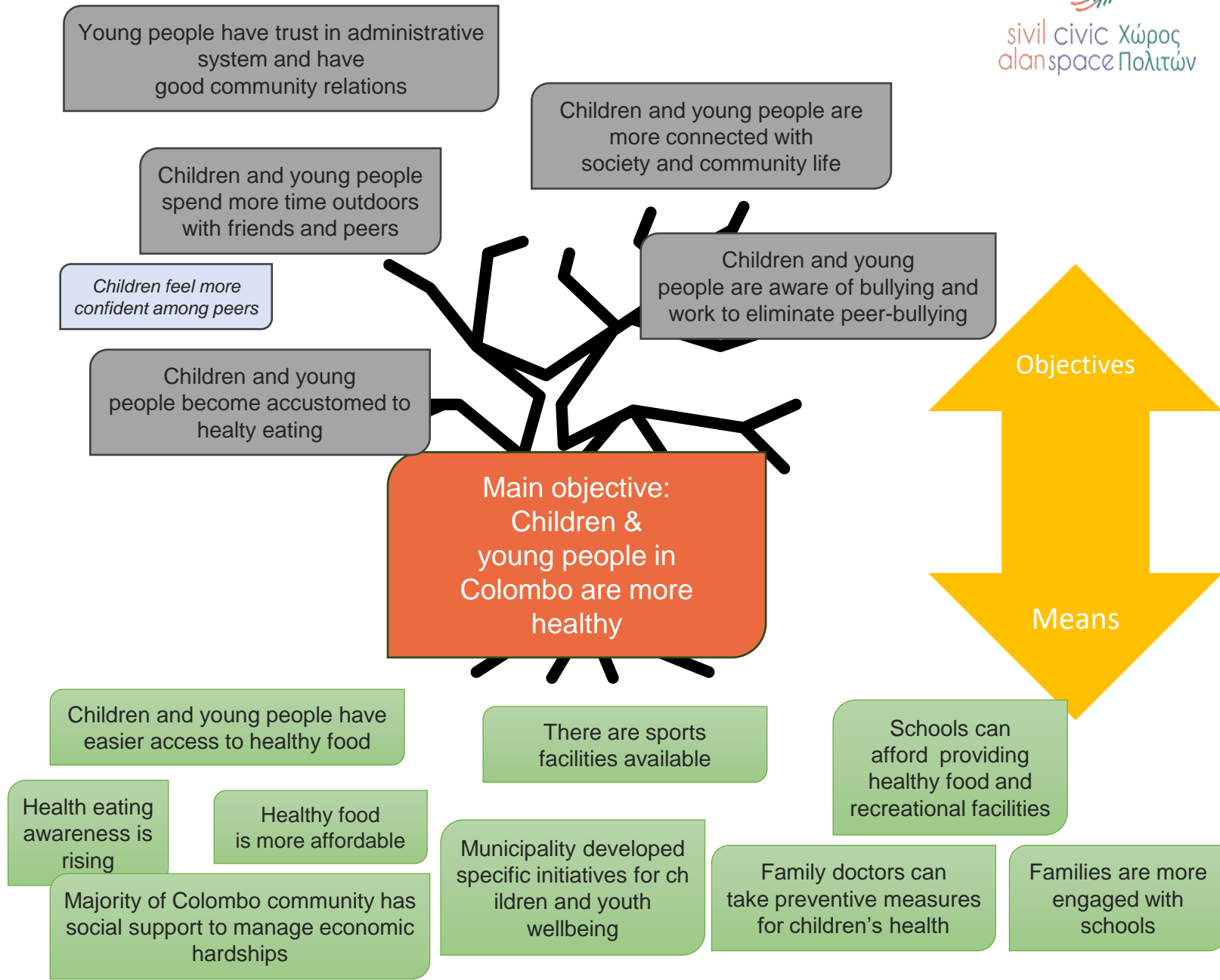
- Take a look at your problem analysis.
- Consider the stakeholders, what's being done, what you know and what information you need.
- Produce an objective tree corresponding to your problem tree.
  - Rephrase each problem as a positive achievement
  - Check the consistency
  - Check the causal links

# Objective tree



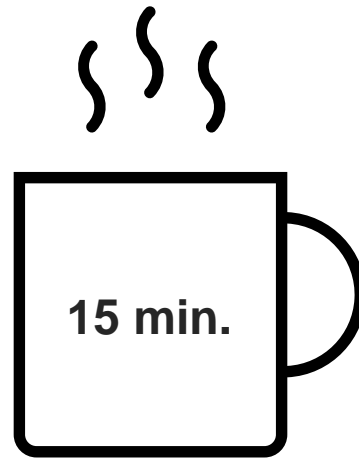
# Objective tree

## Trainers' Objective tree





# Coffee break





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# Identifying strategy

How will we intervene?

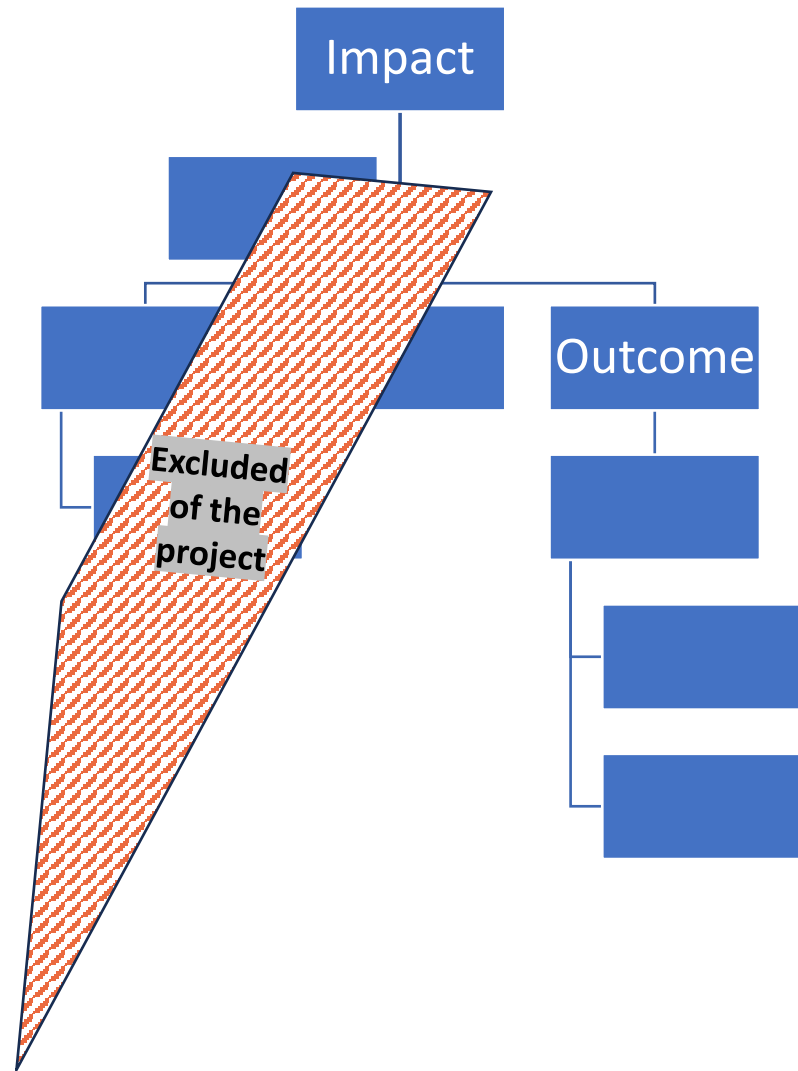
# Before choosing strategy

- SWOT analysis (**strengths, weaknesses, opportunities and threats**) is used to analyse the internal strengths and weaknesses of an organisation and the external opportunities and threats that it faces.
- It can be used either as a tool for general analysis, or to look at how an organisation might address a specific problem or challenge.
- The quality of information derived from using this tool depends (as ever) on who is involved and how the process is managed – it basically just provides a structure and focus for discussion.

# SWOT



## Objective tree & strategy



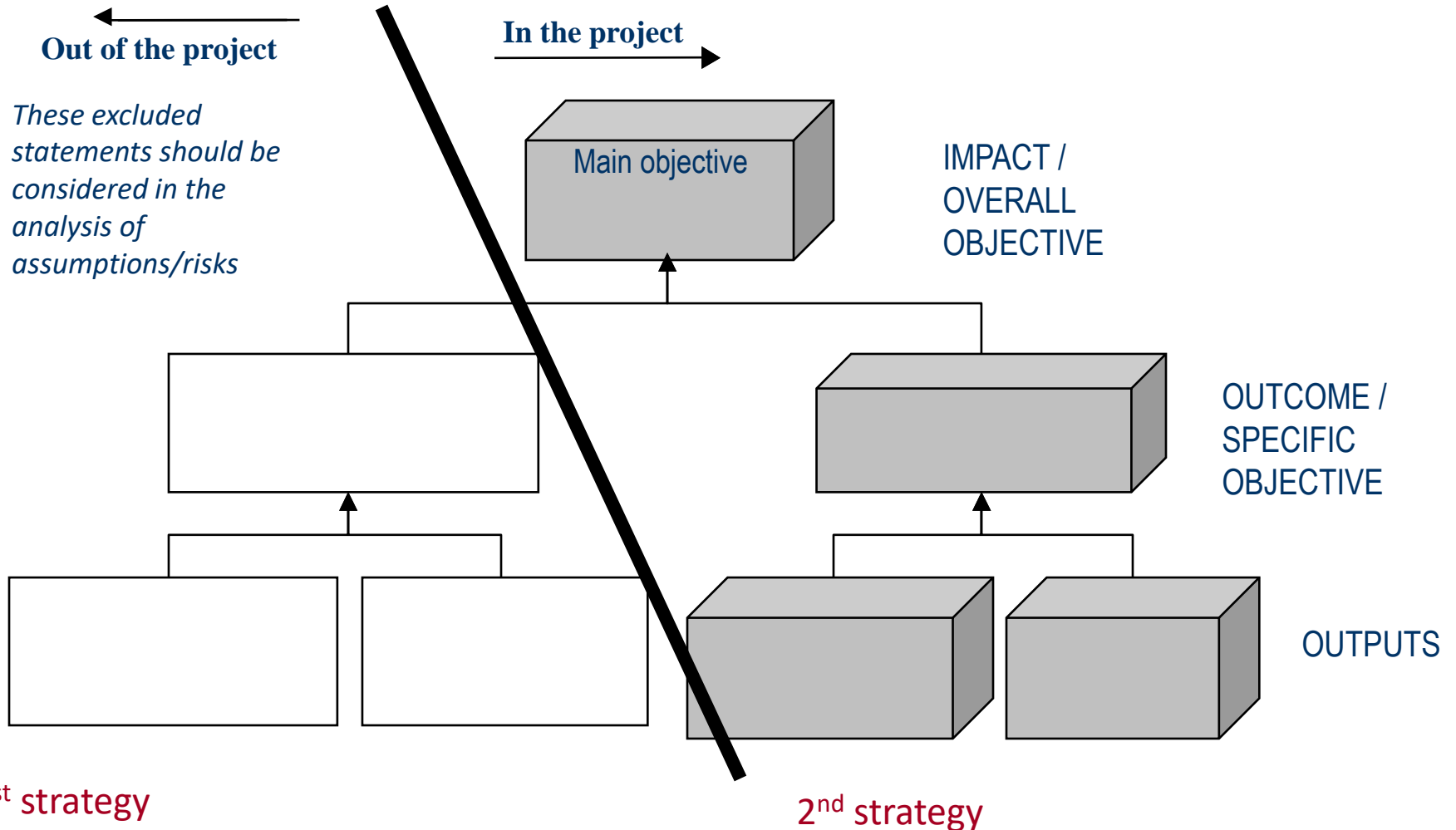
## Consists of:

- Analysing identified potential objectives (potential results of a change process – ideally the partner’s objectives) in relation to a set of ‘feasibility’ and ‘policy priority’ criteria;
- Assessing the costs and benefits of different potential approaches (possible tool: matrix of criteria)
- Choosing an appropriate strategy

## Exploring Strategic Options

Criteria	Strategic option 1: xxxx	Strategic option 2: xxxx	Strategic option 3: xxxx
Organisation's mission	+	+	+
Are there any opportunities?	+	-	-
Are threats manageable?	-	+	+
Are we strong enough?	-	+	+
Can we eliminate our weaknesses?	-	+	-
Urgency for our target group	+	+	-

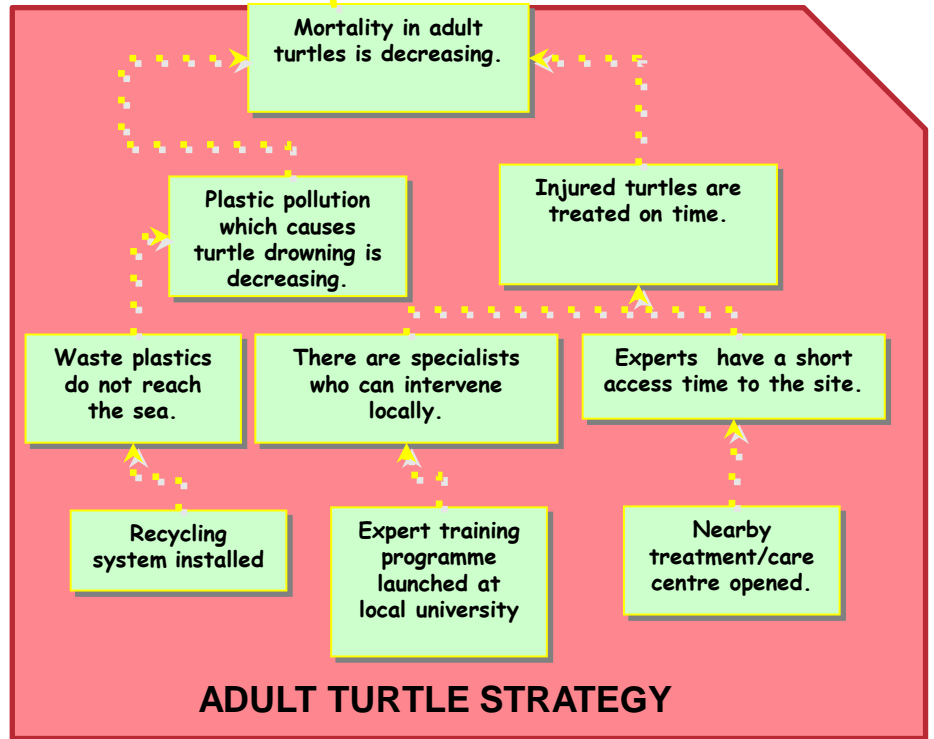
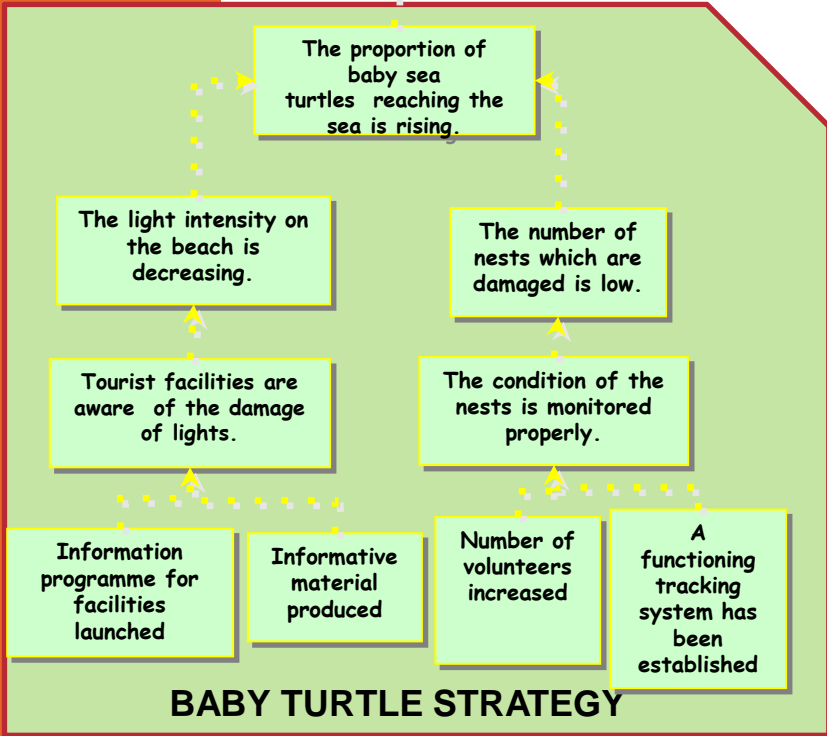
# Strategy analysis & objective tree





# Strategy options

The number of sea turtles on the ... beach in the Mediterranean region is increasing





## EXERCISE

You have your objective tree.

Depending on your features as a CSO,

- Carry out a simple SWOT before you choose your strategy
- Identify strategic options
- Set the criteria
- Assess your strategic options
- Identify your strategy

## Trainers' SWOT



## Trainers' strategic options

Criteria	Strategic option 1: Providing financial support to families	Strategic option 2: Supporting access to healthy food	Strategic option 3: Developing a model for health institutions' role
Organisation's mission	-	+	+
Are there any opportunities?	+	-	-
Are threats manageable?	-	+	+
Are we strong enough?	-	+	+
Can we eliminate our weaknesses?	-	+	-
Urgency for our target group	+	+	-



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# Identifying results

What will we achieve?

# LFM



	<b>Results-chain<sup>1)</sup></b>	<b>Indicator<sup>2)</sup></b>	<b>Baseline<sup>3)</sup></b> (value & reference-year) <sup>1)</sup>	<b>Target<sup>4)</sup></b> (value & reference-year) <sup>2)</sup>	<b>Current-value<sup>5)</sup></b> (reference-year) <sup>4)</sup> (*to be included in interim and final reports) <sup>2)</sup>	<b>Source and mean of verification<sup>6)</sup></b>	<b>Assumptions<sup>7)</sup></b>
<b>Impact (Overall- objective)<sup>1)</sup></b>	The broader, long-term change to which the action contributes: at country, regional or sector level, in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders. □	Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result <sup>4)</sup> . To be presented, when relevant, disaggregated by sex, age, urban/rural, disability, etc. □	The value of the indicator(s) prior to the intervention: against which progress can be assessed or comparisons made. <sup>4)</sup> (Ideally, to be drawn from the partner's strategy) □	The intended final value of the indicator(s). <sup>4)</sup> (Ideally, to be drawn from the partner's strategy) □	The latest available value of the indicator(s) at the time of reporting <sup>4)</sup> . (*to be updated in interim and final reports) □	Ideally to be drawn from the partner's strategy. □	Not applicable □
<b>Outcome(s) (Specific- objective(s))<sup>1)</sup></b>	The main medium-term effect of the intervention focusing on behavioural and institutional changes resulting from the intervention <sup>4)</sup> .  (It is good practice to have one specific objective only, however for large Actions, other short term outcomes can be included here) □	(see definition above) <sup>4)</sup> □	The value of the indicator(s) prior to the intervention: against which progress can be assessed or comparisons made. □	The intended final value of the indicator(s). □	(same as above) <sup>4)</sup> □	Sources of information and methods used to collect and report (including who and when/how frequently). □	Factors outside project management's control that may influence on the impact-outcome(s). □
<b>*Other Outcomes- (where relevant)<sup>1)</sup></b>	Where relevant other short-term effect(s) of the intervention focusing on behavioural and institutional changes resulting from the intervention (e.g. intermediate outcomes can be accommodated here) □	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	Factors outside project management's control that may impact on the SO/other-outcomes linkage. □
<b>Outputs<sup>1)</sup></b>	The direct/tangible products (infrastructure, goods and services) delivered/generated by the intervention <sup>4)</sup> . (*Outputs should in principle be linked to corresponding outcomes through clear numbering) <sup>2)</sup>	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	Factors outside project management's control that may influence on the other-outcome(s)/output linkage. □

### Activity Matrix<sup>1)</sup>

What are the key activities to be carried out to produce the intended outputs? <sup>1)</sup>

(\*activities should in principle be linked to corresponding output(s) through clear numbering) □

### Means<sup>2)</sup>

What are the political, technical, financial, human and material resources required to implement these activities, e.g. staff, equipment, supplies, operational facilities, etc. <sup>2)</sup>

### Costs<sup>3)</sup>

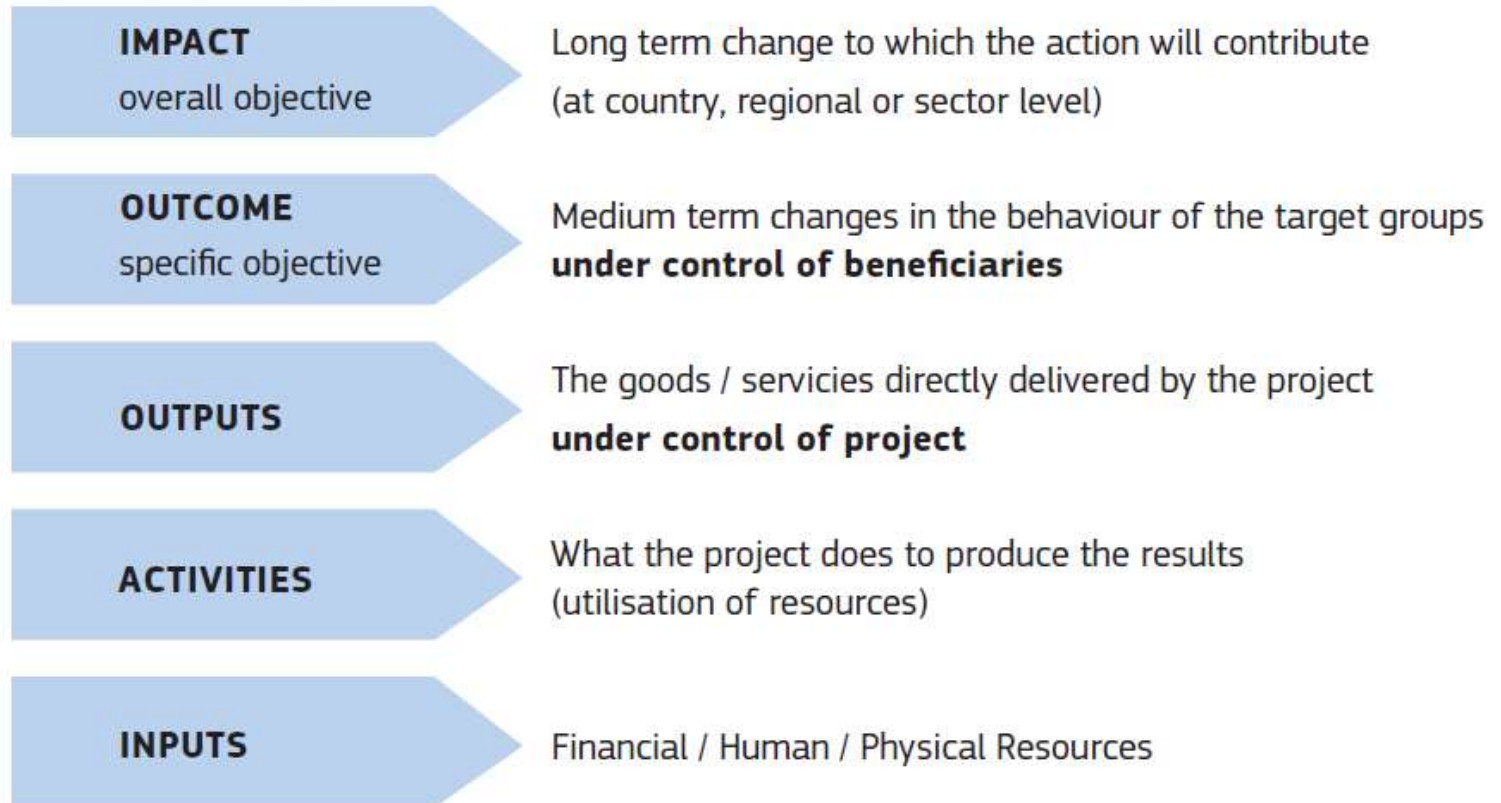
What are the action costs? How are they classified? (Breakdown in the Budget for the Action) □

### Assumptions<sup>4)</sup>

Factors outside project management's control that may impact on the activities-outputs linkage. □

## What are results?

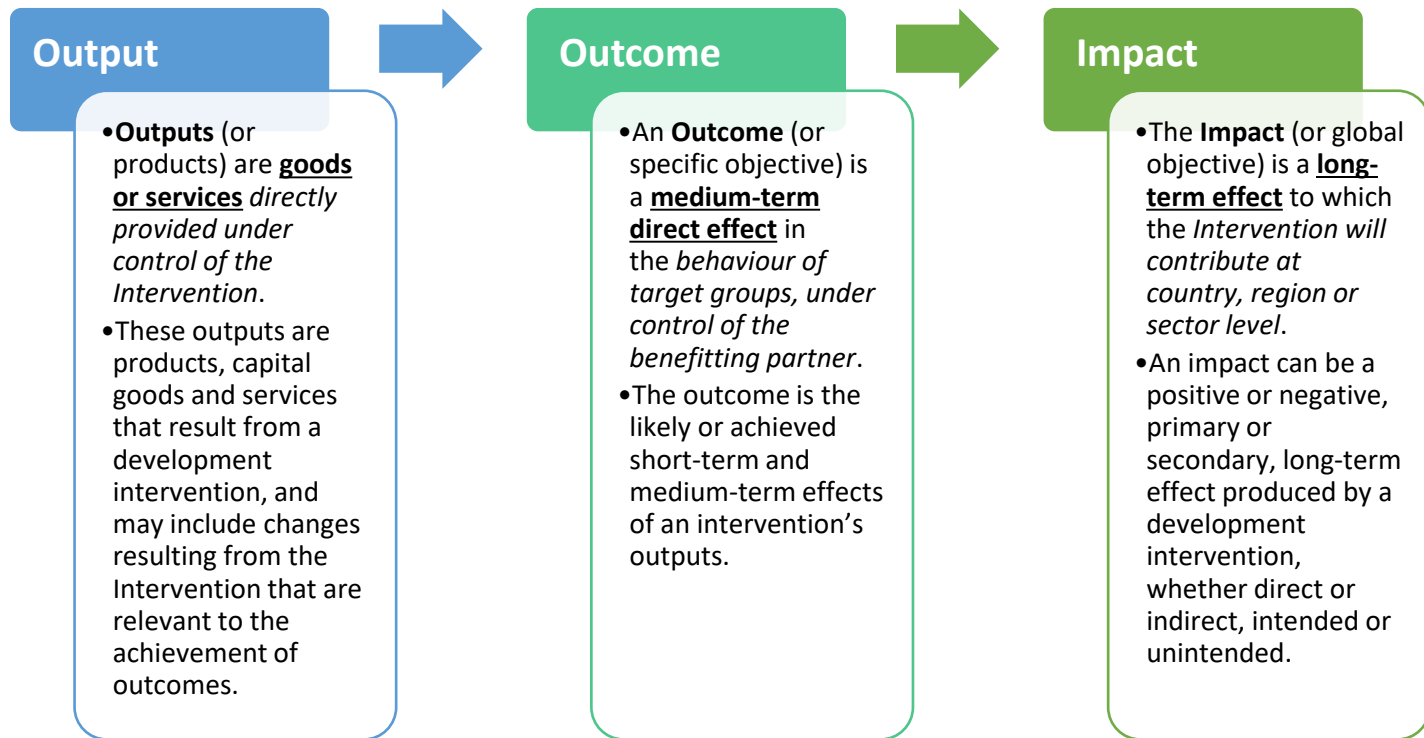
*Components of a Results Chain (OECD DAC definition)*



Source:

<https://wikis.ec.europa.eu/display/ExactExternalWiki/Introduction+to+Results+and+Monitoring#IntroductiontoResultsandMonitoring-1.3.5Result>

# What are results?



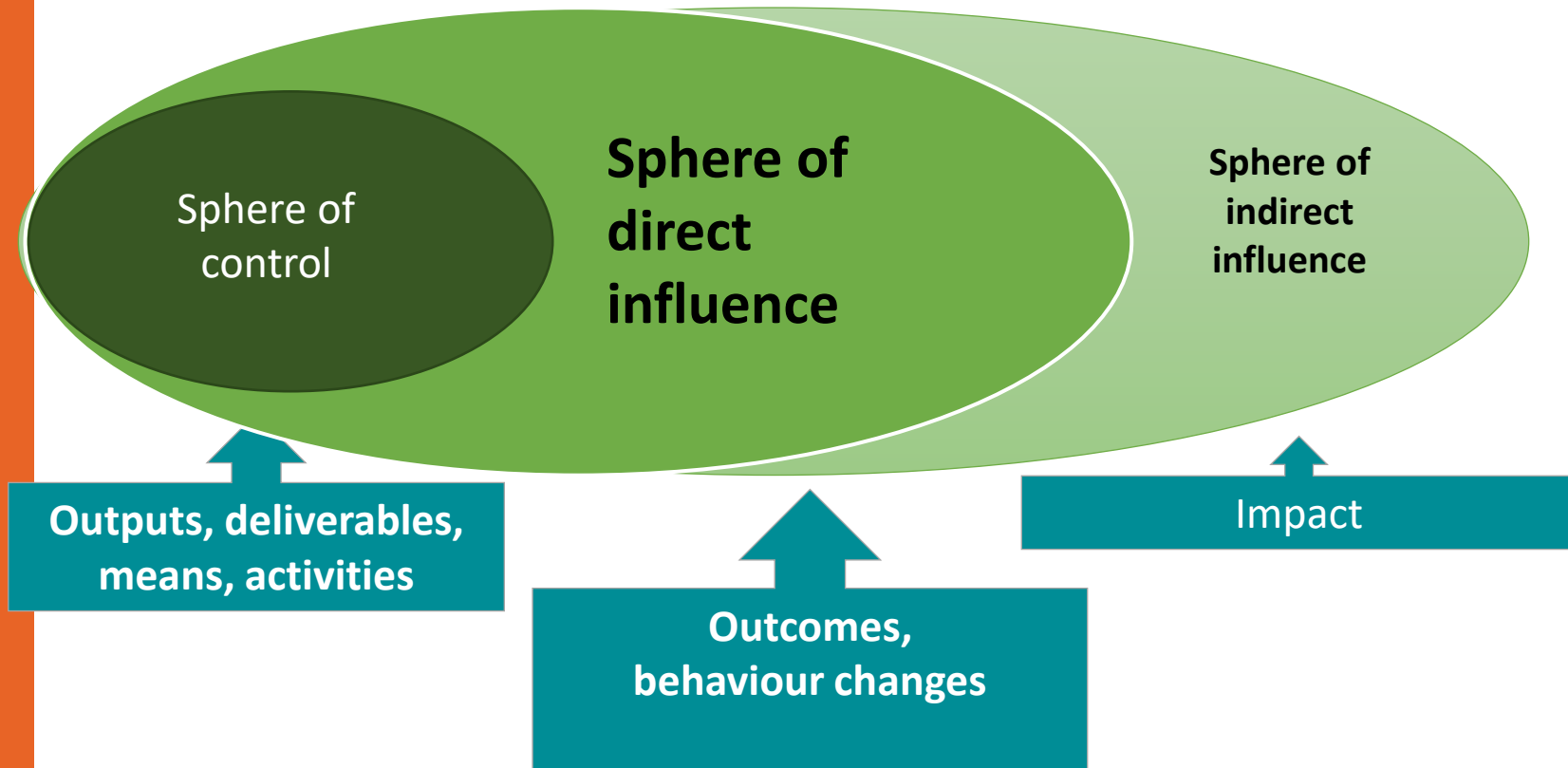
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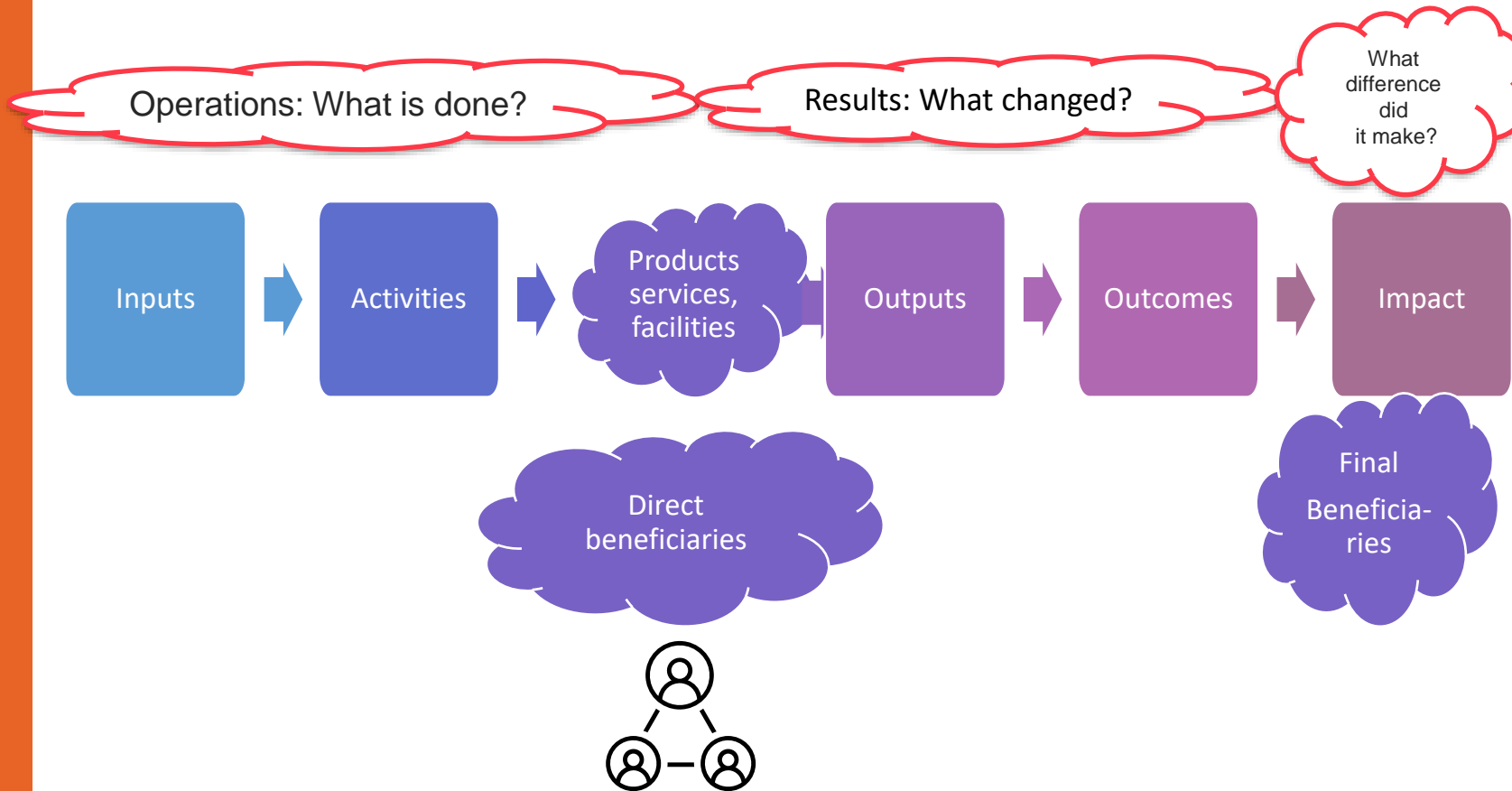
# Different levels of results

Results



# The results chain

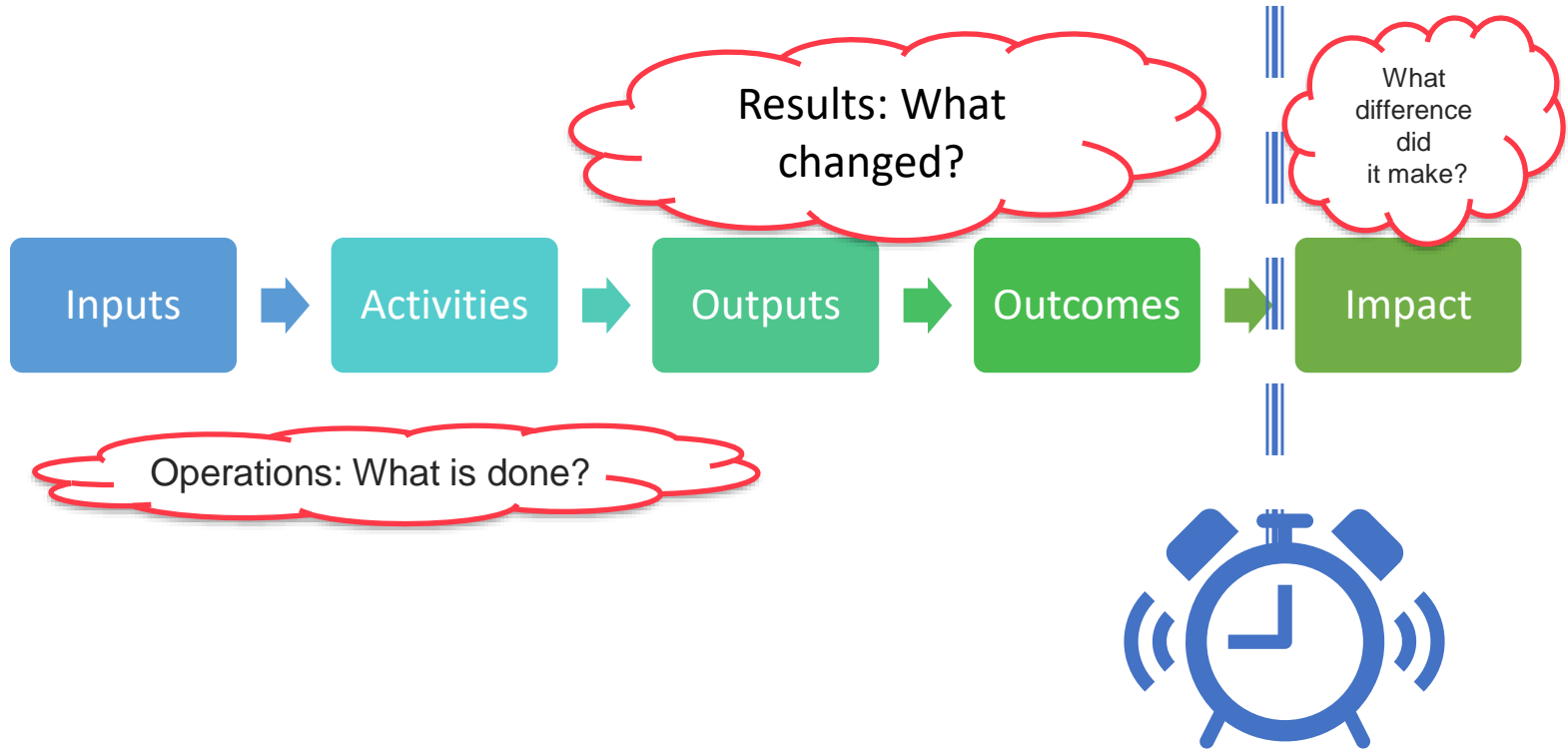
Results



# Accountability ceiling



sivil civic Χώρος  
alian space Πολιτών



## How do we know the result level? Tips!

- Is it something we do? Or is it something that our beneficiaries do?
- To what extent can we control the emergence of the change/ result?
- Is the change in availability, capacity, awareness, abilities, skills? Or in behaviours?
- Why does this change/ result occur? Are the means to change something we created/ provided?
- Can we connect the actor that changed to our intervention in a meaningful way?



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# Identifying assumptions

What do we assume?

## An assumption in the LFM is a condition :

- Required for project success;
- Which is not under the control of project management; and
- Which will need to be monitored

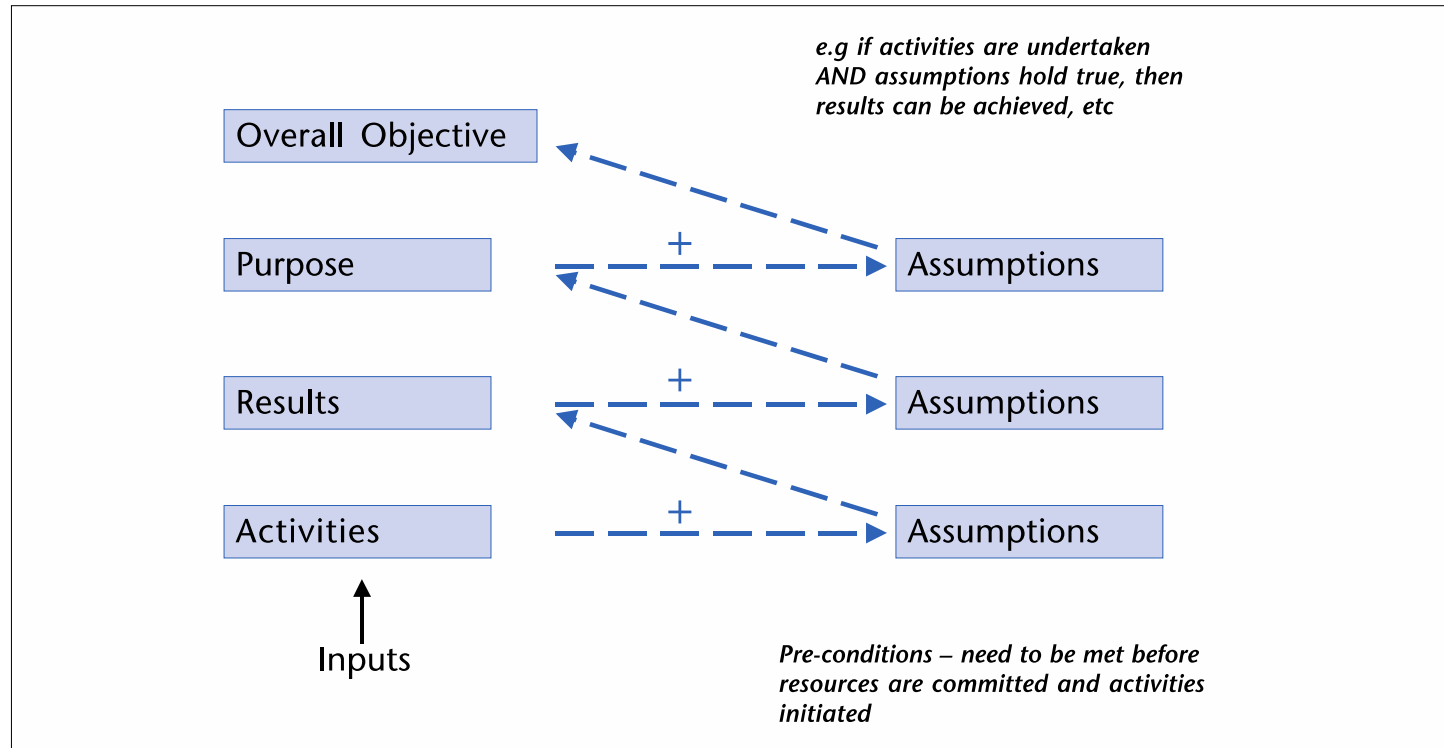


□	Results-chain <sup>1)</sup>	Indicator <sup>2)</sup>	Baseline <sup>3)</sup> (value & reference-year) <sup>1)</sup>	Target <sup>4)</sup> (value & reference-year) <sup>2)</sup>	Current value <sup>5)</sup> (reference year) <sup>6)</sup> (*to be included in interim and final reports) <sup>2)</sup>	Source and mean of verification <sup>7)</sup>	Assumptions <sup>8)</sup>
Impact (Overall objective) <sup>9)</sup>	The broader, long-term change to which the action contributes at country, regional or sector level in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders. □	Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result <sup>4)</sup> . To be presented when relevant, disaggregated by sex, age, urban/rural, disability, etc. □	The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made. (Ideally, to be drawn from the partner's strategy) □	The intended final value of the indicator(s). (Ideally, to be drawn from the partner's strategy.) □	The latest available value of the indicator(s) at the time of reporting <sup>4)</sup> . (* to be updated in interim and final reports) □	Ideally to be drawn from the partner's strategy. □	Not applicable □
Outcomes (Specific objective(s)) <sup>10)</sup>	The main medium-term effect of the intervention focusing on behavioural and institutional changes resulting from the intervention <sup>4)</sup> .  (It is good practice to have one specific objective only, however for large Actions, other short term outcomes can be included here) □	(see definition above) <sup>4)</sup> . □	The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made. □	The intended final value of the indicator(s). □	(same as above) <sup>4)</sup> . □	Sources of information and methods used to collect and report (including who and when/how frequently). □	Factors outside project management's control that may influence on the impact outcome(s). □
*Other Outcomes (where relevant) <sup>11)</sup>	Where relevant other short-term effect(s) of the intervention focusing on behavioural and institutional changes resulting from the intervention (e.g. intermediate outcomes can be accommodated here) □	(same as above) <sup>4)</sup> . □	(same as above) <sup>4)</sup> . □	(same as above) <sup>4)</sup> . □	(same as above) <sup>4)</sup> . □	(same as above) <sup>4)</sup> . □	Factors outside project management's control that may impact on the SO/other outcomes linkage. □
Outputs	The direct/tangible products (infrastructure, goods and services) delivered/generated by the intervention <sup>4)</sup> . (*Outputs should in principle be linked to corresponding outcomes through clear numbering) <sup>12)</sup>	(same as above) <sup>4)</sup> . □	(same as above) <sup>4)</sup> . □	(same as above) <sup>4)</sup> . □	(same as above) <sup>4)</sup> . □	(same as above) <sup>4)</sup> . □	Factors outside project management's control that may influence on the other outcome(s)/output linkage. □

### Activity Matrix<sup>13)</sup>

What are the key activities to be carried out to produce the intended outputs? <sup>14)</sup>  (*activities should in principle be linked to corresponding output(s) through clear numbering) □	Means <sup>15)</sup> What are the political, technical, financial, human and material resources required to implement these activities, e.g. staff, equipment, supplies, operational facilities, etc. <sup>16)</sup>  Costs <sup>17)</sup> What are the action costs? How are they classified? (Breakdown in the Budget for the Action) □	Assumptions <sup>18)</sup> Factors outside project management's control that may impact on the activities-outputs linkage. □
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## - Relationship between assumptions and objective hierarchy



The assumptions are part of the vertical logic in the LogFrame. Start from the bottom of the matrix and work upwards.

- Assumptions are external factors that have the potential to influence (or even determine) the success of a project, but lie outside the direct control of project managers.
- They are the answer to the question: “What external factors may impact on project implementation and the long-term sustainability of benefits, but are outside project management’s control?”



# Distinction

## ASSUMPTIONS

- What we **reasonably think** will happen in the change process;
- What **needs to happen** in order for the logic to deliver as intended;
- **'Killer'** assumptions – what **MUST happen**

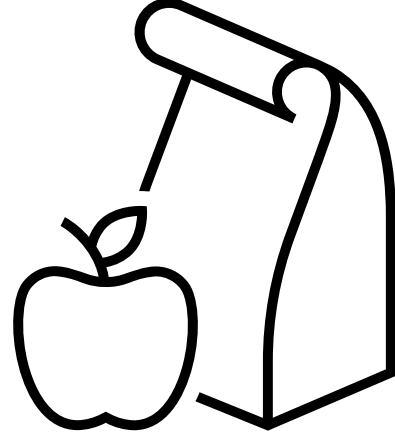
## RISKS

- Anything which could prevent the change process from happening the way we think it will

# Types of assumptions

- **Internal to the programme** – do the inputs + outputs significantly contribute to/ cause the changes sought – assumptions which transform inputs into outputs, outputs into outcomes...
  - E.g. assuming the CSO is capable of delivering gender balanced action
- **External to the programme** (including institutional) – assumptions about the operating environment which affect what happens
  - E.g. assuming that beneficiaries benefit equally

# Lunch break





## EXERCISE

### Let's go back to Colombo:

- Think about your strategy. Travel to the future! Read the newspaper from the future. Have your projects' achievements made it to the first page of the newspaper? Did it not?
- Take a hint from the newspaper, and adapt your strategy to a results chain.

#### Task 1:

- Write down your project's result chain.
  - ✓ Write down your impact
  - ✓ Write down your outcome(s)
  - ✓ Write down your output(s)
- Fill in the first column of LFM

#### Task 2:

- Put down your assumptions for output/ outcome and outcome/ impact linkages
- Fill in the last column of LFM

**Here is ours!**

Trainers will show the Case Study Logframe:  
Column 1 and 4 of the attached PDF/Word with  
LFM of the Colombo Project

# Coffee break



**Move around 5'**



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# Measuring success?

How we know we succeeded?

# LFM



	<b>Results-chain<sup>1)</sup></b>	<b>Indicator<sup>2)</sup></b>	<b>Baseline<sup>3)</sup></b> (value & reference-year) <sup>1)</sup>	<b>Target<sup>4)</sup></b> (value & reference-year) <sup>2)</sup>	<b>Current-value<sup>5)</sup></b> (reference-year) <sup>4)</sup> (*to be included in interim and final reports) <sup>2)</sup>	<b>Source and mean of verification<sup>6)</sup></b>	<b>Assumptions<sup>7)</sup></b>
<b>Impact (Overall-objective)<sup>1)</sup></b>	The broader, long-term change to which the action contributes: at country, regional or sector level, in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders. □	Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result. <sup>4)</sup> To be presented, when relevant, disaggregated by sex, age, urban/rural, disability, etc. □	The value of the indicator(s) prior to the intervention: against which progress can be assessed or comparisons made. <sup>4)</sup> (Ideally, to be drawn from the partner's strategy) □	The intended final value of the indicator(s). <sup>4)</sup> (Ideally, to be drawn from the partner's strategy) □	The latest available value of the indicator(s) at the time of reporting. <sup>4)</sup> (*to be updated in interim and final reports) □	Ideally to be drawn from the partner's strategy. □	Not applicable □
<b>Outcome(s) (Specific-objective(s))<sup>1)</sup></b>	The main medium-term effect of the intervention focusing on behavioural and institutional changes resulting from the intervention. <sup>4)</sup>  (It is good practice to have one specific objective only, however for large Actions, other short term outcomes can be included here) □	(see definition above). <sup>4)</sup> □	The value of the indicator(s) prior to the intervention: against which progress can be assessed or comparisons made. □	The intended final value of the indicator(s). □	(same as above). <sup>4)</sup> □	Sources of information and methods used to collect and report (including who and when/how frequently). □	Factors outside project management's control that may influence on the impact-outcome(s). □
<b>*Other Outcomes<sup>1)</sup></b> (*where relevant) <sup>2)</sup>	Where relevant other short-term effect(s) of the intervention focusing on behavioural and institutional changes resulting from the intervention (e.g. intermediate outcomes can be accommodated here) □	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	Factors outside project management's control that may impact on the SO/other-outcomes linkage. □
<b>Outputs<sup>1)</sup></b>	The direct/tangible products (infrastructure, goods and services) delivered/generated by the intervention. <sup>4)</sup> (*Outputs should in principle be linked to corresponding outcomes through clear numbering) <sup>2)</sup>	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	Factors outside project management's control that may influence on the other-outcome(s)/output linkage. □

## Activity Matrix<sup>1)</sup>

<p>What are the key activities to be carried out to produce the intended outputs? <sup>1)</sup></p> <p>(*activities should in principle be linked to corresponding output(s) through clear numbering) □</p>	<p><b>Means<sup>2)</sup></b> What are the political, technical, financial, human and material resources required to implement these activities, e.g. staff, equipment, supplies, operational facilities, etc. <sup>1)</sup></p> <p><b>Costs<sup>3)</sup></b> What are the action costs? How are they classified? (Breakdown in the Budget for the Action) □</p>	<p><b>Assumptions<sup>4)</sup></b> Factors outside project management's control that may impact on the activities-outputs linkage. □</p>
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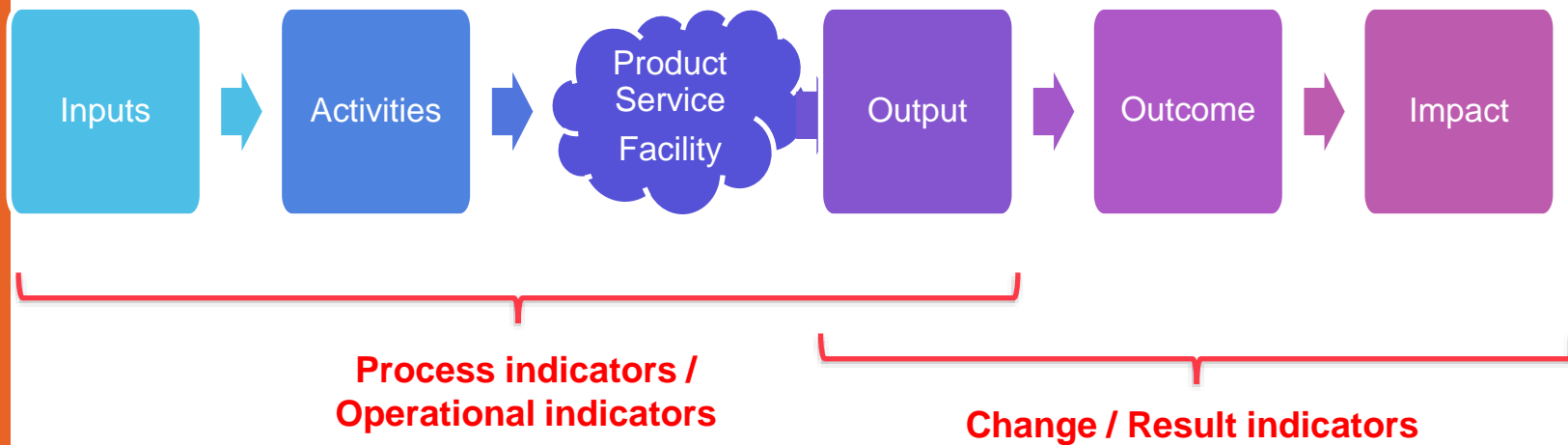
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# Indicators

## What is an indicator?

We call **indicators** the criteria used to determine whether an element in **the result chain has been realised** and, if so, at what level.



## What is an indicator?

- An **Indicator** is a **variable** used to *measure and assess performance* (i.e. it allows for the verification of change and the measurement of results). Indicators form the basis of the Intervention's monitoring and evaluation system.
- Indicators are **quantitative or qualitative factors** (or variables) that provide a simple and reliable mean of measuring achievement, to reflect the changes connected to an Intervention, or to help assess the performance of a development actor.
- Indicators should always be provided with **baseline** (initial value) and **target** (intermediate or final value) values, as well as the possible **source of verification** for the actual values.

An indicator should:

- Be **relevant** and closely connected to the expected result (so that any change in the value can be associated/correlated to the Intervention);
- Be **clear and specific** – what do we measure? (e.g. “Number of...”, “Percentage of...”, “Status of...”);
- Be **measurable** – data is available or can be collected at reasonable cost;
- **Not include** elements of the **target** (e.g. “increased number of...”);
- Be **disaggregated by sex** where applicable (or by age, urban/rural population, or by wealth quintile...).

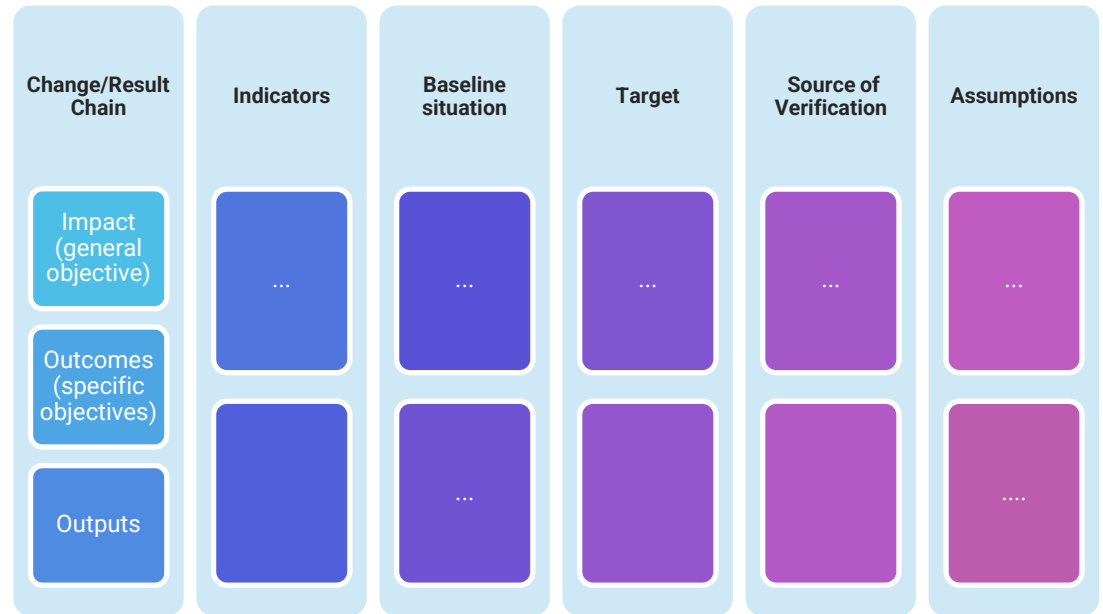
Source:

<https://wikis.ec.europa.eu/display/ExactExternalWiki/Introduction+to+Results+and+Monitoring#IntroductiontoResultsandMonitoring-1.3.5Result>

## What is an indicator?

We call **indicators** the criteria used to determine whether an element in **the change/result chain has been realised** and, if so, at what level.

Result Chain	Indicator
Impact	...
Outcome	...
Output	...
Product / Service	...
Activity	...
Input	...



**Process indicators** are indicators related to inputs, activities, products and services.

Example:

“Number of women trained on political participation”

“Level of reliability of sewage leakage into drinking water in the neighbourhood”

**Change/Outcome indicators** are indicators of the emerging change.

Example:

“The proportion of women members in the municipal council”

“Level of reduction of epidemic cases in the neighbourhood”

# Smart (SMART) expression of change

The change is expected to be stated in terms of specific, measurable, achievable, relevant and timely (**SMART** - Specific, Measurable, Achievable, Relevant, Timely).

- Clear/direct → Not ambiguous, understandable by everyone
- Measurable → Objectively verifiable (quantified if possible)
- Achievable → Capacity and resources are sufficient to achieve the target
- Related → Related to the current situation (facts)
- Timed → A specific time limit is set for achievement

# Possible indicators of change

RACER	SPICED	CREAM
<p><i>(The Better Regulation establishes that, when relevant, all indicators should be RACER.)</i></p> <p><b>Relevant:</b> Indicators are closely linked to the objectives to be reached by the guidelines</p> <p><b>Acceptable:</b> Built on already established good practices</p> <p><b>Clear:</b> Unambiguous, easy to interpret and to evaluate</p> <p><b>Easy to monitor:</b> Easy to monitor, at low resources and minimum time</p> <p><b>Robust:</b> Robust against manipulation, reliable and easily validated</p>	<p><b>Subjective:</b> key informants (beneficiaries/stakeholder) have a special position or experience that gives them unique insights which may yield high return time-wise.</p> <p><b>Participatory:</b> indicators should be developed together with those best placed to assess them</p> <p><b>Interpreted and communicable:</b> locally defined indicators need to be explained or interpreted to different stakeholders</p> <p><b>Cross-checked and compared:</b> the validity of indicators needs to be cross-checked by comparing different indicators and progress</p> <p><b>Empowering:</b> the process of developing and assessing indicators should be empowering in itself and should allow stakeholders to reflect critically on their changing situation</p> <p><b>Diverse and disaggregated:</b> there should be a deliberate effort to seek out different indicators from a range of groups and across gender. The data needs to be recorded in a way that these differences can be assessed over time.</p>	<p><b>Clear:</b> indicators should be precise</p> <p><b>Relevant:</b> appropriate to the subject and evaluation</p> <p><b>Economic:</b> can be obtained at a reasonable cost</p> <p><b>Adequate:</b> the ability to provide sufficient information on performance</p> <p><b>Monitorable:</b> easily monitored, and amenable to independent validation.</p>

**Quantitative indicators** are expressed numerically.

Example:

“Proportion of female members in the municipal council” (percentage)

**Qualitative indicators** are expressed verbally.

Example:

“Introducing a quota for women members of the municipal council”  
(none/exists; no/yes)

“Level of compliance of the municipal council directive with gender equality norms” (low/medium/high)”

**Mixed indicators** are a combination of the above two types of indicators.

Example:

“Availability of a quota with a percentage of women members in the municipal council”



ELEMENTS in the indicators/ neutral not value:

- Quality - The kind (or nature) of the change (how well)
- Quantity - The scope/extent of the change (how much, how many)
- Timing - When the change should have taken place (by when)
- Target group (for whom)
- Place - Location (where)

**Objective/ subjective indicators** are expressed numerically.

Example:

In patients given anti-fever meds for testing purposes:

“Rate of patients with fever” (objective)

“Proportion of patients who feel well” (subjective)

**Direct/ indirect indicators**

Example:

To determine the level of poverty in a neighbourhood:

“Average household income in the neighbourhood” (direct)

“Number of people benefiting from the soup kitchen in the neighbourhood” (indirect)

It is possible for the indicator to take different values for different groups, segments and regions.

Examples of disaggregation:

- Gender identity and sexual orientation
- Age group
- Disability status
- Geographical scope (national, regional, provincial, district, neighbourhood/ village level)

The variations according to the disaggregation layers can be decisive for evaluation decisions.



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# Sources of verification

- The source of verification (SOV), also called means of verification, should be considered and specified at the same time as the formulation of indicators. This will help to test whether or not the indicators can be realistically measured at the expense of a reasonable amount of time, money and effort.
- Indicators for which we cannot identify suitable means of verification must be replaced by other, verifiable indicators.

The source of verification should specify:

- What information to be made available, (e.g. from administrative records, special studies, sample surveys, observation, etc.)
- Where, in what form the information/ documented source should be collected (e.g. progress reports, project accounts, official statistical documents, engineering completion certificates etc.)
- Who should collect/ provide the information (e.g. field extension workers, contracted survey teams, the district health office, the project management team)
- When/ how regularly it should be provided (e.g. monthly, quarterly, annually etc.)

**The SOVs are resources from which the data for the monitoring/ indicators are to be obtained or verified.**

Two key types of data are:

- **Primary:** Data collected directly by us
- **Secondary:** Data/ information collected or reported by others

**Primary data** is obtained through the use of quantitative and/or qualitative methods. They enable us to obtain the data we need in terms of content, structure, characteristics, frequency and so on.

It may be time consuming, costly or complex to acquire.

**Secondary data** may be easier to obtain and may be free of charge or at a low cost. However, there are a number of issues to be taken into account:

- Is the data available?
- Is it accessible (publicly available / closed / subject to payment, etc.)?
- Is it reliable (who is producing it, how is it being produced, can it be corroborated by different sources)?
- Is it up-to-date? (How recent do we need data?)
- Compatible with how often it needs to be measured



- Desk research
- Analysis of complaints and applications
- Media analysis
- Analysis of responses made to request for access to information
- Analysing statistical data
- Analysing official records

- One-to-one listening and recording of personal experiences: Unstructured interviews, guided interviews (semi-structured), questionnaire-based interviews, storytelling
- Focus group studies
- Questionnaire based surveys
- Analysis of documented cases
- Observations
- Experiments (situation testing)

Sustainable Development Goal

- Any -

International Instrument

- Any -

Article

- Any -

Keywords

- Any -

Target

- Any -

Country

- Any -

Instrument type

- Any -

Display results appropriate for selected country

Search in instrument, target or article  
ID/Description

Reset

Search

- Print
- PDF
- Bookmark search
- Data/csv

Choose a goal **1** or a target **1.1** to see linkage to human rights.



1.1 1.2 1.3 1.4 1.5  
1.6 1.7



2.1 2.2 2.3 2.4 2.5  
2.6 2.7 2.8



3.1 3.2 3.3 3.4 3.5  
3.6 3.7 3.8 3.9 3.10  
3.11 3.12 3.13



4.1 4.2 4.3 4.4 4.5  
4.6 4.7 4.8 4.9 4.10



5.1 5.2 5.3 5.4 5.5  
5.6 5.7 5.8 5.9



6.1 6.2 6.3 6.4 6.5  
6.6 6.7 6.8



7.1 7.2 7.3 7.4 7.5



8.1 8.2 8.3 8.4 8.5  
8.6 8.7 8.8 8.9 8.10  
8.11 8.12



9.1 9.2 9.3 9.4 9.5  
9.6 9.7 9.8



10.1 10.2 10.3 10.4 10.5  
10.6 10.7 10.8 10.9 10.10



11.1 11.2 11.3 11.4 11.5  
11.6 11.7 11.8 11.9 11.10



12.1 12.2 12.3 12.4 12.5  
12.6 12.7 12.8 12.9 12.10



13.1 13.2 13.3 13.4 13.5



14.1 14.2 14.3 14.4 14.5  
14.6 14.7 14.8 14.9 14.10



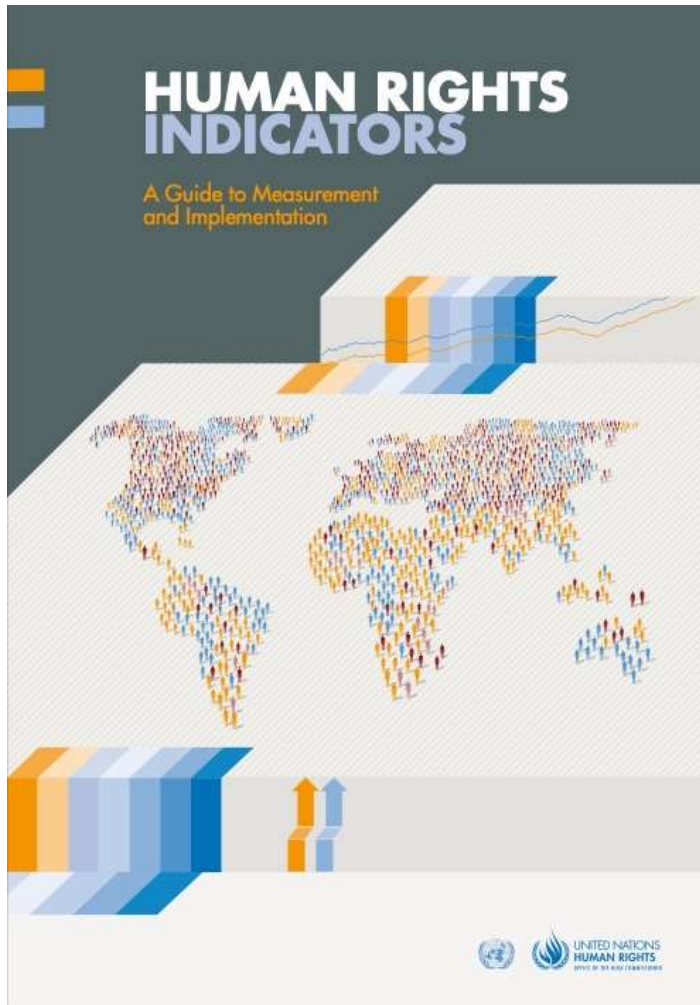
15.1 15.2 15.3 15.4 15.5  
15.6 15.7 15.8 15.9 15.10



16.1 16.2 16.3 16.4 16.5  
16.6 16.7 16.8 16.9 16.10



17.1 17.2 17.3 17.4 17.5  
17.6 17.7 17.8 17.9 17.10



<https://www.ohchr.org/en/instruments-and-mechanisms/human-rights-indicators/sdg-indicators-under-ohchrs-custodianship>

## PREVALENCE OF DISCRIMINATION

SDG INDICATOR 10.3.1/ 16.B.1

**PROPORTION OF THE POPULATION REPORTING HAVING PERSONALLY EXPERIENCED DISCRIMINATION AND HARASSMENT.**

### WHAT?

This indicator is defined as the proportion of the population (adults) who self-report that they personally experienced discrimination or harassment during the last 12 months based on ground(s) prohibited by international human rights law.

### WHY?

This indicator helps measure the effectiveness of nondiscriminatory laws, policies and practices for the concerned population groups. The pledge to leave no-one behind and eliminate discrimination is at the centre of the 2030 Agenda for Sustainable Development.

Data from 44 countries and territories for the period 2014–2020 show that:



**1 IN 5 PEOPLE HAVE EXPERIENCED DISCRIMINATION. MOREOVER, WOMEN ARE MORE LIKELY TO BE VICTIMS OF DISCRIMINATION THAN MEN**



**PEOPLE WITH DISABILITIES EXPERIENCE 1.5 TIMES MORE DISCRIMINATION ON THE GROUNDS OF GENDER, ETHNICITY AND RELIGION**



The health and socioeconomic situations of many groups already experiencing higher levels of discrimination have been further affected by the COVID-19 pandemic.



Collection, disaggregation and analysis of data are essential to identify and address inequalities and structural discrimination

*Michelle Bachelet, United Nations High Commissioner for Human Rights*











### Results and Indicators for Development

Resource

The guidance on thematic results and indicators covers DG INTPA strategies in various sectors, aiming to enhance the quality of our interventions – in terms of design, monitoring in the course of implementation. It also aims to promote the use of standardized information across European Union-funded interventions in partner countries. DG INTPA unit in charge of monitoring results (D.4) and thematic units developed the guidance.

12

Show More

 <p><b>Green Alliances and Partnerships</b></p> <ul style="list-style-type: none"> <li>• Circular Economy</li> <li>• Food and Nutrition Security and sustainable Agriculture</li> <li>• Green Economy</li> <li>• Nutrition</li> <li>• Sustainable Cities</li> </ul>	 <p><b>Partnerships for Human development, Peace and Governance</b></p> <ul style="list-style-type: none"> <li>• Countering Violent Extremism</li> <li>• Democracy</li> <li>• Human Rights</li> <li>• Justice Sector Reform</li> <li>• Resilience, Conflict Sensitivity and Peace</li> <li>• Security Sector Reform</li> <li>• Social Protection</li> </ul>	 <p><b>Alliance for Sustainable Growth and Jobs</b></p> <ul style="list-style-type: none"> <li>• Business Environment Reform</li> <li>• Education</li> <li>• Employment and VET</li> </ul>
 <p><b>Partnerships for Migration and Mobility</b></p> <ul style="list-style-type: none"> <li>• Forced displacement</li> <li>• Remittances</li> </ul>	 <p><b>Alliances for Science, Technology, Innovation and Digital</b></p> <ul style="list-style-type: none"> <li>• Cybersecurity</li> <li>• Digitalisation</li> </ul>	 <p><b>Gender Equality</b></p> <ul style="list-style-type: none"> <li>• Gender-based violence</li> <li>• Sexual and reproductive health and rights</li> <li>• Climate Change and environment</li> <li>• Economic and social rights</li> <li>• Equal participation and leadership</li> <li>• Digitalisation</li> </ul>

“The guidance on thematic results and indicators covers DG INTPA strategies in various sectors, aiming to enhance the quality of our interventions – in terms of design, monitoring in the course of implementation. It also aims to promote the use of standardized information across European Union-funded interventions in partner countries. DG INTPA unit in charge of monitoring results (D.4) and thematic units developed the guidance.”



# Thematic Indicator Sets

## Dimensions and indicators for the CIVICUS Civil Society Building Environment Index

**IMPORTANT NOTE:** This table contains the various dimensions, sub-dimensions, indicators and data sources used to compile the EEI. The following considerations have to be kept in mind when analysing the results:



- ❑ Most indicators and data sources are used to reduce bias (which would be more likely if only one type of indicator or source was used to compile each dimension) and to increase the coverage of countries (given that most data sources only cover a limited number of countries).
- ❑ Sub-dimensions have been developed by looking at the key academic literature on civil society and capabilities for civic action. Only those "capabilities" that had a direct bearing on the types of sustainable participation underpinning the EEI approach have been considered. It is possible, however, that other important capabilities may be neglected.
- ❑ The EEI score is the result of the following weights: Socio-economic environment and Socio-cultural (which have 4 sub-dimensions each) counts for 25% of the final score; Governance environment (which comprises 9 sub-dimensions) counts for 50% of the final score.
- ❑ All other levels of aggregation are a simple average (mean).

Dimension	Sub-dimension	Indicators (score range)	Source
Socio-economic environment	Education	1. Inequality adjusted education index (I-E) 2011,	1. UN Human Development Index (2011)
	Motivations: socio-political research suggests that participation and civic activities are supported by higher levels of education	2. Population with at least secondary education at 25 and older (%) – females, 2010,	2. UN Human Development Index (2011)
		3. Population with at least secondary education at 25 and older (%) – males, 2010,	3. UN Human Development Index (2011)
		4. School enrolment, primary [% net] – 2010	4. The World Bank World Development Indicators (2010)
		5. School enrolment, secondary [% net] – 2010	5. The World Bank World Development Indicators (2010)

← → 🔍 bond.org.uk/resources/impact-builder

## Impact Builder

3 January 2018 · Bond

Type: Tool  
 Themes: Effectiveness, MEL  
 Sectors: Effectiveness, Monitoring, evaluation and learning

The Impact Builder is an online hub of outcomes, indicators and data collection tools designed to help organisations monitor and evaluate their projects and programmes.

It has been developed by more than 100 UK NGOs, brought together by Bond.

**What is the Impact Builder?**  
 Not knowing how to formulate outcomes or where to find appropriate measurement tools are significant barriers to measuring outcomes and impact. The Impact Builder overcomes this problem by suggesting "tried and tested" outcomes, indicators and data collection tools across a variety of "sectors" (thematic areas) and "strategies" (ways of working).

**How does it work?**  
 Download the offline version below to get an overview and links to the available tools. Detailed background papers for each completed sector and strategy provide a synthesis of how UK NGOs currently create and assess change, and explain the choice of domains and outcomes.

**Why use the Impact Builder?**

- Save time and money and increase efficiency: benefit from indicators and tools that have been developed by leading international development organisations and which are widely accepted by

⚙️



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# The progress: Baseline & targets

From A to B!



# LFM



	<b>Results-chain<sup>1)</sup></b>	<b>Indicator<sup>2)</sup></b>	<b>Baseline<sup>3)</sup></b> (value & reference-year) <sup>1)</sup>	<b>Target<sup>4)</sup></b> (value & reference-year) <sup>2)</sup>	<b>Current-value<sup>5)</sup></b> (reference-year) <sup>4)</sup> (*to be included in interim and final reports) <sup>2)</sup>	<b>Source and mean of verification<sup>6)</sup></b>	<b>Assumptions<sup>7)</sup></b>
<b>Impact (Overall- objective)<sup>1)</sup></b>	The broader, long-term change to which the action contributes: at country, regional or sector level, in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders. □	Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result <sup>4)</sup> . To be presented, when relevant, disaggregated by sex, age, urban/rural, disability, etc. □	The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made. <sup>4)</sup> (Ideally, to be drawn from the partner's strategy) □	The intended final value of the indicator(s). <sup>4)</sup> (Ideally, to be drawn from the partner's strategy) □	The latest available value of the indicator(s) at the time of reporting <sup>4)</sup> . (*to be updated in interim and final reports) □	Ideally to be drawn from the partner's strategy. □	Not applicable □
<b>Outcome(s) (Specific- objective(s))<sup>1)</sup></b>	The main medium-term effect of the intervention focusing on behavioural and institutional changes resulting from the intervention <sup>4)</sup> .  (It is good practice to have one specific objective only, however for large Actions, other short term outcomes can be included here) □	(see definition above) <sup>4)</sup> □	The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made. □	The intended final value of the indicator(s). □	(same as above) <sup>4)</sup> □	Sources of information and methods used to collect and report (including who and when/how frequently). □	Factors outside project management's control that may influence on the impact-outcome(s). □
<b>*Other Outcomes- (where relevant)<sup>1)</sup></b>	Where relevant other short-term effect(s) of the intervention focusing on behavioural and institutional changes resulting from the intervention (e.g. intermediate outcomes can be accommodated here) □	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	Factors outside project management's control that may impact on the SO/other-outcomes linkage. □
<b>Output(s)<sup>1)</sup></b>	The direct/tangible products (infrastructure, goods and services) delivered/generated by the intervention <sup>4)</sup> . (*Outputs should in principle be linked to corresponding outcomes through clear numbering) <sup>2)</sup>	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	(same as above) <sup>4)</sup> □	Factors outside project management's control that may influence on the other-outcome(s)/output linkage. □

### Activity-Matrix<sup>1)</sup>

What are the key activities to be carried out to produce the intended outputs? <sup>1)</sup>  (*activities should in principle be linked to corresponding output(s) through clear numbering) □	<b>Means<sup>2)</sup></b> What are the political, technical, financial, human and material resources required to implement these activities, e.g. staff, equipment, supplies, operational facilities, etc. <sup>2)</sup>  <b>Costs<sup>3)</sup></b> What are the action costs? How are they classified? (Breakdown in the Budget for the Action) □	<b>Assumptions<sup>4)</sup></b> Factors outside project management's control that may impact on the activities-outputs linkage. □
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**Baseline value/state** → The value we have at the beginning of the intervention/ monitoring.

Why do we need it?

- In order to measure change, a comparison is needed. The baseline value/ state is important for identifying the changes over the time.

Baseline value/state may be collected from secondary data sources during the planning phase or it may be generated during analyses.

**Target value** -> The value of the indicator that will be reached during or as a result of the intervention.

- What is the baseline value? What is the direction of progress?
- Are there nationally/ internationally recognised standards, minimum requirements, good practice examples that can be used as reference?
- To what extent can the scope and strength of our intervention bring about a change compared to the starting point?



## EXERCISE

### Let's go back to Colombo:

- Review your outcomes and outputs,
- Develop indicators for your results: Outcome and outputs indicators- at least 1!
- Identify SoVs, discuss how to collect information on indicators
- Try to identify (fictional) baselines & targets for one outcome indicator and one output indicator in your project!

Here is ours!

Trainers will show the Case Study Logframe: All LFM

# Coffee break





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# Operationalising!

What do we need & what do we do?

### Activity Matrix

What are the key activities to be carried out to produce the intended outputs?

(\*activities should be linked to corresponding output(s) through clear numbering)

#### Means

What are the political, technical, financial, human and material resources required to implement these activities, e.g. staff, equipment, supplies, operational facilities, etc.

#### Costs

What are the action costs? How are they classified?  
(Breakdown in the budget for the action)

#### Assumptions

External, necessary and positive conditions for implementing the intervention that are outside of its management's control.

# Activity Planning

## How and why?

- Identify sequences and interdependences between activities
- Estimate durations
- Set milestones: key dates and deadlines



## An activity schedule based on the logical framework:

- reinforces the result-orientation coming from the LFA
- dispatches (and details) activities in coherent operational blocks
- clarifies the sequence, duration and priority between activities
- identifies key steps (such as payments set out in the financing contract)
- allocates management responsibilities





## EXERCISE

### Let's go back to Colombo:

- Talk about your activities and relate them to your outputs
- Try to identify the sequence of the group of activities for 12 months
- Put down the general headings for your activities in post-its



2. Justification of the Budget for the Action	All Years		
	Costs	Clarification of the budget items	Justification of the estimated costs
		<i>Provide a narrative clarification of each budget item demonstrating the necessity of the costs and how they relate to the action (e.g. through references to the activities and/or results in the Description of the Action).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should be based on real costs or on simplified cost options if allowed, as described in section 2.1.5 of the Guidelines for Grants Applicants</i>
<b>1. Human Resources (1)</b>			
1.1 Salaries (gross salaries including social security charges and other related costs, local staff)			
1.1.1 Technical			
1.1.2 Administrative/ support staff			
1.2 Salaries (gross salaries including social security charges and other related costs, expat/int. staff)			
1.3 Per diems for missions/travel			
1.3.1 Abroad (staff assigned to the Action)			
1.3.2 Local (staff assigned to the Action)			
1.3.3 Seminar/conference participants			
<b>Subtotal Human Resources</b>			
<b>2. Travel</b>			
2.1. International travel			
2.2 Local transportation			
<b>Subtotal Travel</b>			
<b>3. Equipment and supplies</b>			
3.1 Purchase or rent of vehicles			
3.2 Furniture, computer equipment			
3.3 Machines, tools...			
3.4 Spare parts/equipment for machines, tools			
3.5 Other (please specify)			
<b>Subtotal Equipment and supplies</b>			
<b>4. Project office</b>			
4.1 Vehicle costs			
4.2 Office rent			
4.3 Consumables - office supplies			
4.4 Other services (tel/fax, electricity/heating, maintenance)			
<b>Subtotal Project office</b>			
<b>5. Other costs, services</b>			
5.1 Publications			
5.2 Studies, research			
5.3 Expenditure verification/Audit			
5.4 Evaluation costs			
5.5 Translation, interpreters			
5.6 Financial services (bank guarantee costs etc.)			
5.7 Costs of conferences/seminars			
5.8. Communication activities, if applicable			
<b>Subtotal Other costs, services</b>			
<b>6. Other (e.g. activities with their related visibility costs)</b>			
10.2 Volunteers work			
<b>Subtotal Other</b>			
12. - Taxes			
- Contributions in kind			



3. Expected sources of funding & summary of estimated costs <sup>1</sup>		Amount	Percentage
		EUR	%
<b>Expected sources of funding</b>			
EU/EDF contribution sought in this application <b>(A)</b>		<input type="text"/>	
<b>CO-FINANCING (1+2+3+4) (B)</b>		<input type="text"/>	
1. Other contributions (Applicant, other Donors etc)			
<i>Name</i>	<i>Conditions</i>		
2. Revenue from the Action <sup>6</sup>		<input type="text"/>	
To be inserted if applicable and allowed by the guidelines:			
3. In-kind contributions <sup>7</sup>		<input type="text"/>	
4. Volunteers' work <sup>8</sup>		<input type="text"/>	
Expected TOTAL CONTRIBUTIONS <b>(A)+(B)</b>		<input type="text"/>	
<b>Estimated Costs</b>			
Estimated TOTAL ELIGIBLE COSTS <sup>2</sup> <b>(C)</b>		<input type="text"/>	
EU/EDF contribution expressed as a percentage of total eligible costs <sup>4</sup> <b>(A/C x 100)</b>			<input type="text"/>
To be inserted if applicable and allowed by the guidelines:			
Taxes/In-kind contributions <sup>5</sup>		<input type="text"/>	
Estimated TOTAL ACCEPTED COSTS <sup>3</sup> <b>(D)</b>		<input type="text"/>	
EU/EDF contribution expressed as a percentage of total accepted costs <sup>4</sup> <b>(A/D x 100)</b>			<input type="text"/>

# Resource schedule

## How and why?

- according to planned activities and their schedule, set up the resource schedule (availability of resources)
- Resource schedule is the cornerstone for planning budget and cashflows



## **A resource schedule and a budget linked to the LogFrame**

- reinforce the result-orientation coming from the LFA
- support analysis of cost-effectiveness
- support result-based budget planning and financial monitoring
- is a cornerstone of resource mobilisation
- allows the financial implications to be identified:
  - co-financing by partners
  - financial sustainability after project completion

## Let's go back to Colombo:

- Try to identify your **cost items** for the project, what do you need to know to prepare a budget?
- Describe the steps you'll take to prepare a budget for your project!

Here is our approach to activities and budget

Trainers will show the Case Study Logframe: Activities and budget

# Coffee break



**Move around 5'**





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# Putting it all together!

An overview'

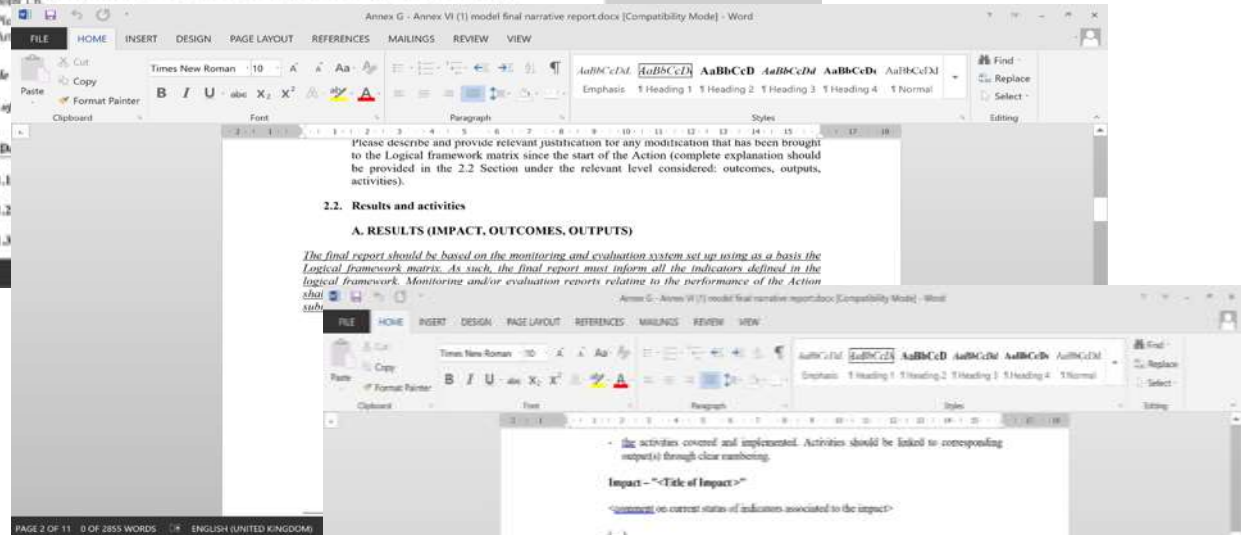
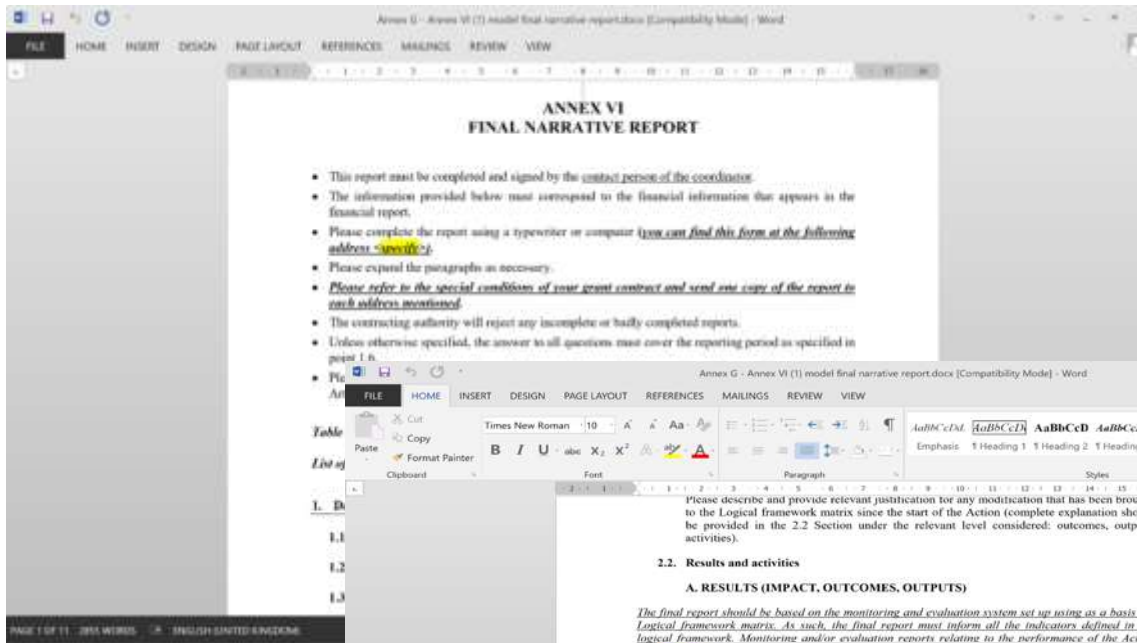
# LFM



	<b>Results-chain<sup>1)</sup></b>	<b>Indicator<sup>2)</sup></b>	<b>Baseline<sup>3)</sup></b> (value & reference-year) <sup>1)</sup>	<b>Target<sup>4)</sup></b> (value & reference-year) <sup>2)</sup>	<b>Current-value<sup>5)</sup></b> (reference-year) <sup>4)</sup> (*to be included in interim and final reports) <sup>2)</sup>	<b>Source and mean of verification<sup>6)</sup></b>	<b>Assumptions<sup>7)</sup></b>
<b>Impact (Overall-objective)<sup>1)</sup></b>	The broader, long-term change to which the action contributes: at country, regional or sector level, in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders. □	Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result. <sup>4)</sup> To be presented, when relevant, disaggregated by sex, age, urban/rural, disability, etc. □	The value of the indicator(s) prior to the intervention: against which progress can be assessed or comparisons made. <sup>4)</sup> (Ideally, to be drawn from the partner's strategy) □	The intended final value of the indicator(s). <sup>4)</sup> (Ideally, to be drawn from the partner's strategy) □	The latest available value of the indicator(s) at the time of reporting. <sup>4)</sup> (*to be updated in interim and final reports) □	Ideally to be drawn from the partner's strategy. □	Not applicable □
<b>Outcome(s) (Specific-objective(s))<sup>1)</sup></b>	The main medium-term effect of the intervention focusing on behavioural and institutional changes resulting from the intervention. <sup>4)</sup>  (It is good practice to have one specific objective only, however for large Actions, other short term outcomes can be included here) □	(see definition above). <sup>4)</sup> □	The value of the indicator(s) prior to the intervention: against which progress can be assessed or comparisons made. □	The intended final value of the indicator(s). □	(same as above). <sup>4)</sup> □	Sources of information and methods used to collect and report (including who and when/how frequently). □	Factors outside project management's control that may influence on the impact-outcome(s). □
<b>*Other Outcomes<sup>1)</sup></b> (*where relevant) <sup>2)</sup>	Where relevant other short-term effect(s) of the intervention focusing on behavioural and institutional changes resulting from the intervention (e.g. intermediate outcomes can be accommodated here) □	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	Factors outside project management's control that may impact on the SO/other-outcomes linkage. □
<b>Outputs<sup>1)</sup></b>	The direct/tangible products (infrastructure, goods and services) delivered/generated by the intervention. <sup>4)</sup> (*Outputs should in principle be linked to corresponding outcomes through clear numbering) <sup>2)</sup>	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	(same as above). <sup>4)</sup> □	Factors outside project management's control that may influence on the other-outcome(s)/output linkage. □

### Activity Matrix<sup>1)</sup>

<p>What are the key activities to be carried out to produce the intended outputs? <sup>1)</sup></p> <p>(*activities should in principle be linked to corresponding output(s) through clear numbering) □</p>	<p><b>Means<sup>2)</sup></b> What are the political, technical, financial, human and material resources required to implement these activities, e.g. staff, equipment, supplies, operational facilities, etc. <sup>1)</sup></p> <p><b>Costs<sup>3)</sup></b> What are the action costs? How are they classified? (Breakdown in the Budget for the Action) □</p>	<p><b>Assumptions<sup>4)</sup></b> Factors outside project management's control that may impact on the activities-outputs linkage. □</p>
---	---	--





**Any questions?**



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# Example 1

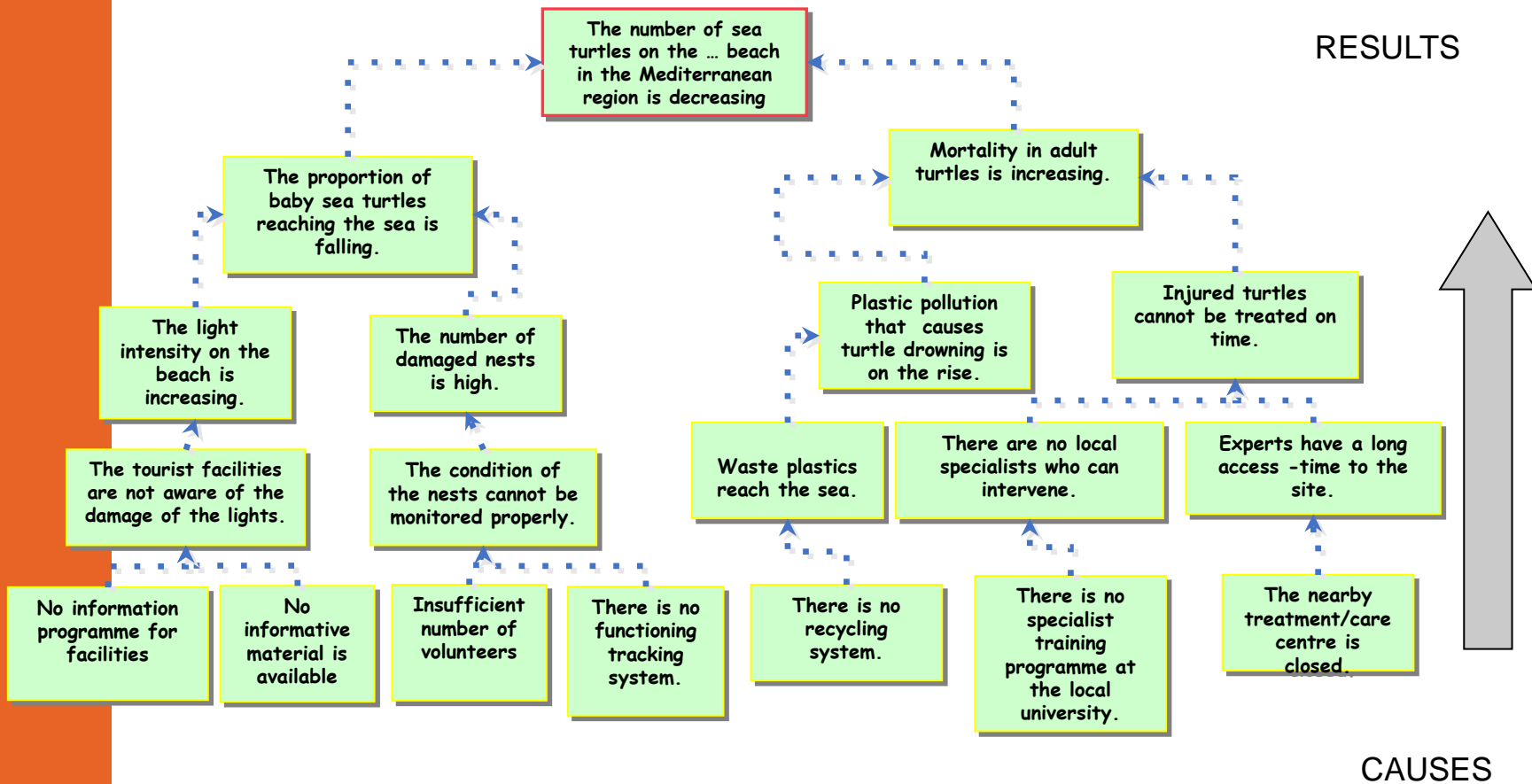
## Our problem

We observe that the number of sea turtles on the ... beach is decreasing.



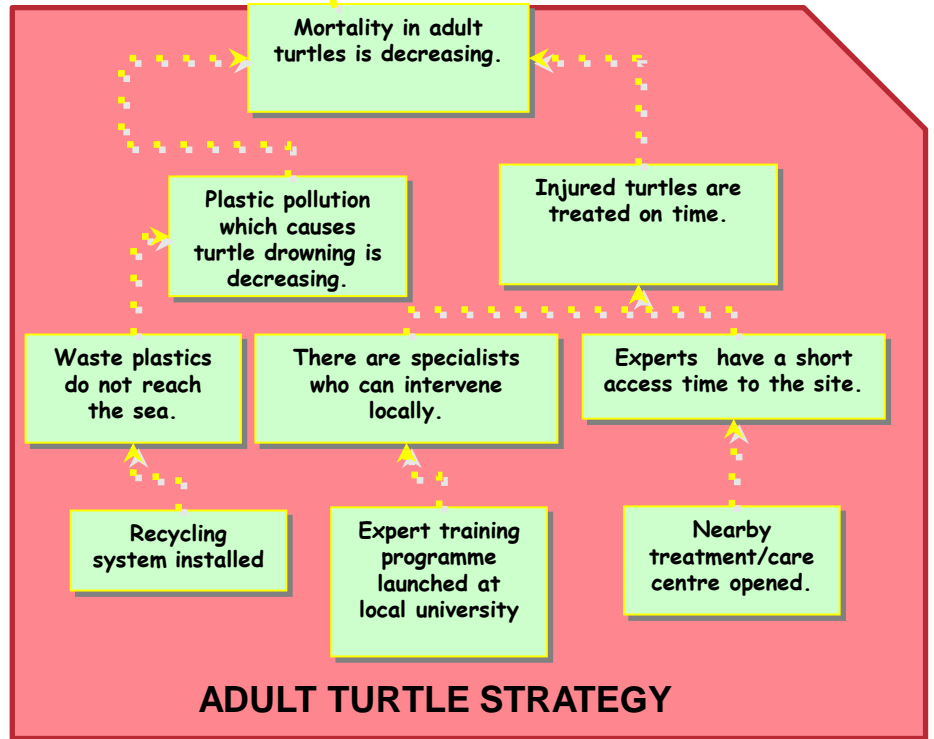
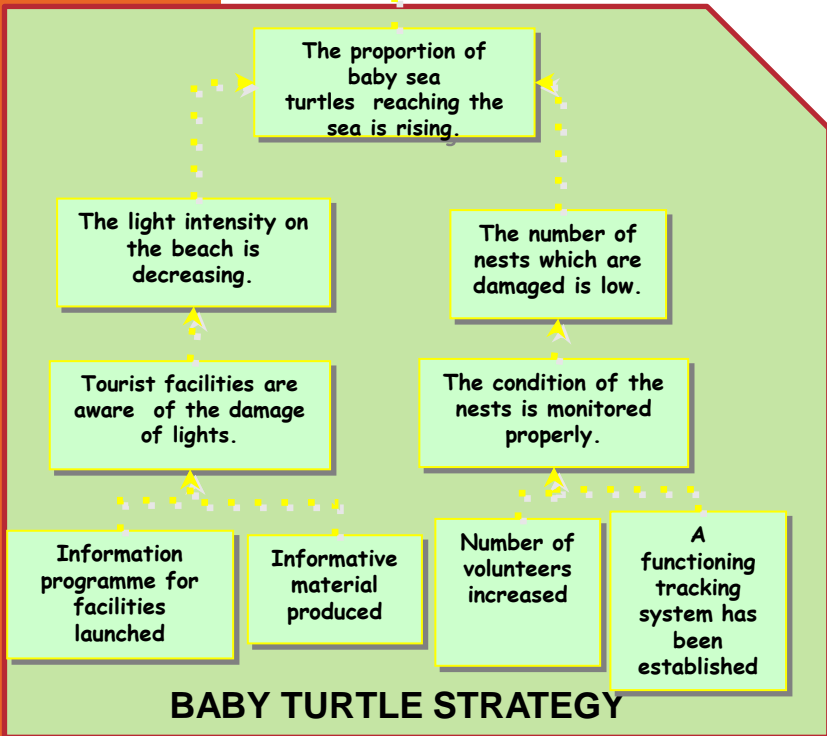
We are a local CSO working for the protection of Caretta Carettas.

## Problem tree example



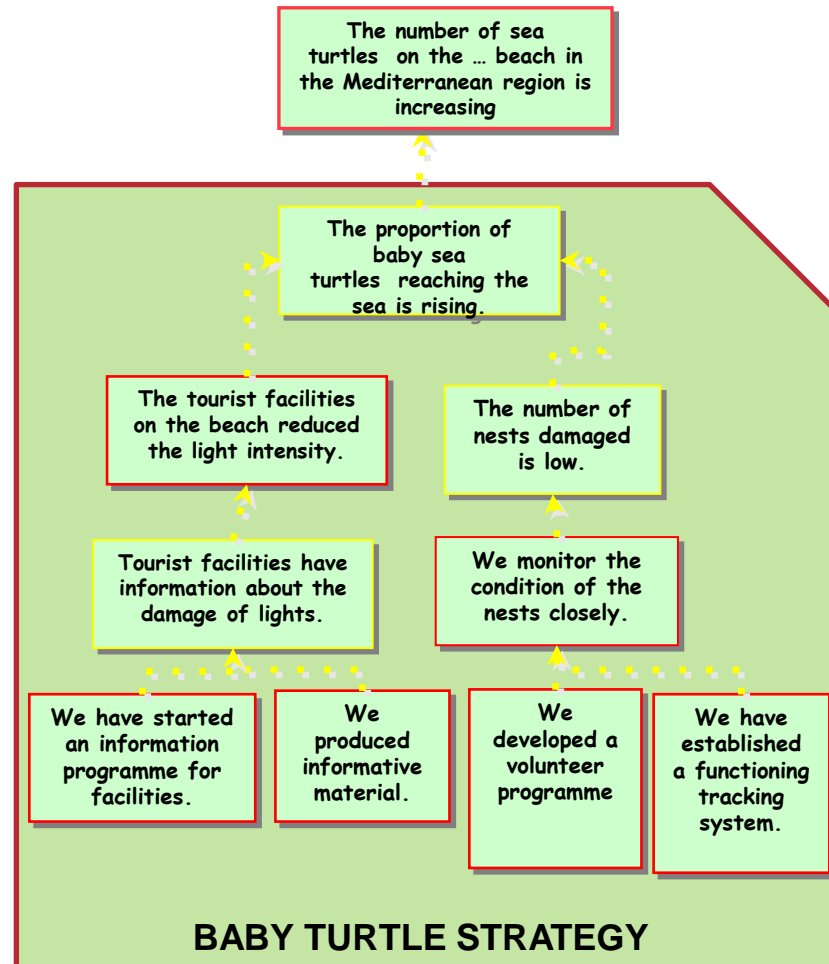
# Objective tree (Strategy options)

The number of sea turtles on the ... beach in the Mediterranean region is increasing





# Chosen strategy



	Results	Indicators	Baseline value	Current value	Target value	Sources of Data	Assumptions
<b>Impact</b>	The number of sea turtles is increasing on the ... beach in the Colombo region	1. Number of turtle tracks on the beach (per year) 2. Number of nests on the beach (per year)	1. 500 (2022) 2. 300 (2022)		1. 600 (2025) 2. 400 (2025)	- Tracking system reports - ... Uni. Biology Dept. field research reports	
<b>Outcome(s)</b>	The proportion of bay sea turtles reaching the sea is rising.	1. Number of babies leaving the nest (per year) 2. Rate of dead offspring detected (per year)	1. 10000 (2022) 2. %40 (2022)		1. 12000 (2025) 2. %20 (2025)	- Tracking system reports - ... Uni. Biology Dept. field research reports	- Weather/climate conditions in line with seasonal norms - Relevant public institutions and local government effectively implement conservation legislation - Conservation plans for adult turtles are working
<b>Outputs</b>	1. Facilities informed about the harm of lights to baby turtles 2. Tracking system and volunteer programme for close monitoring of turtle nests	1.1. Information programme launched and is functioning 1.2. Number of facility employees/managers with increased knowledge (disaggregation?) 2.1. Tracking system established and is functioning 2.2. Number of nests checked regularly (annually) 2.3. Average number of control visits per nest (per week) 2.4. Number of volunteers involved in the volunteer programme (disaggregation?) 2.5. Number of volunteers that carries out regular monitoring (disaggregation?)	1.1. No (2023) 1.2. 0 (2023) 2.1. No (2023) 2.2. 100 (2022) 2.3. 2 (2022) 2.4. 100 (2022) 2.5. 20 (2022)		1.1. Yes (2024) 1.2. 270 (2025) 2.1. Yes (2024) 2.2. 200 (2025) 2.3. 4 (2025) 2.4. 200 (2025) 2.5. 40 (2025)	1.1. Progress report 1.2. Pre-post test 2.1. Progress report 2.2. Tracking system reports 2.3. Tracking system reports 2.4. Volunteer registration system 2.5. Tracking system reports	- Informed employees/managers continue to work in the facilities - Relevant public institutions and local government effectively implement conservation legislation
<b>Activities</b>	1.1 We will provide five trainings to 300 employees/managers from 30 facilities on the beach on the negative effects of night lighting on baby turtles. 1.2. We will produce 1000 informative brochures for facility employees/managers and tourists visiting the region. 2.1. We will develop a programme for regular volunteer support. 2.2. We will establish a system for regular monitoring of nests.	<b>Means:</b>					- Facilities show interest in trainings - Demand for the volunteer programme is sufficient



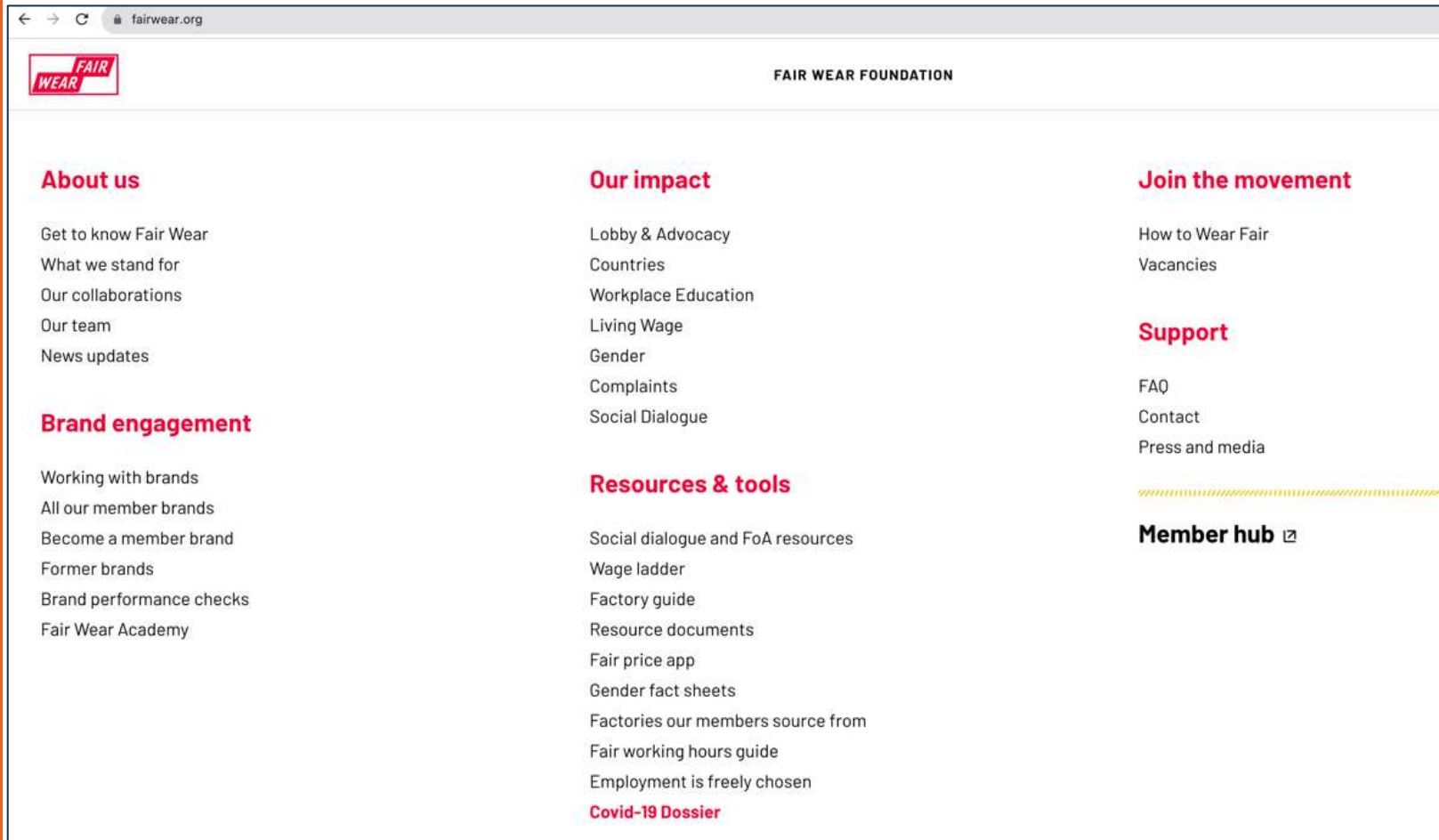
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# Example 2

A different approach

# An example: Fair Wear Foundation



*“At Fair Wear, we are accelerating the movement toward a world where garment workers see their human rights realised, where change is driven through freedom of association, and the global value chain a source of safe, dignified and properly paid employment.”*

# An example: Fair Wear Foundation



Let's hear about the problem description: until 2:17"





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# More information

Resources

For further information!

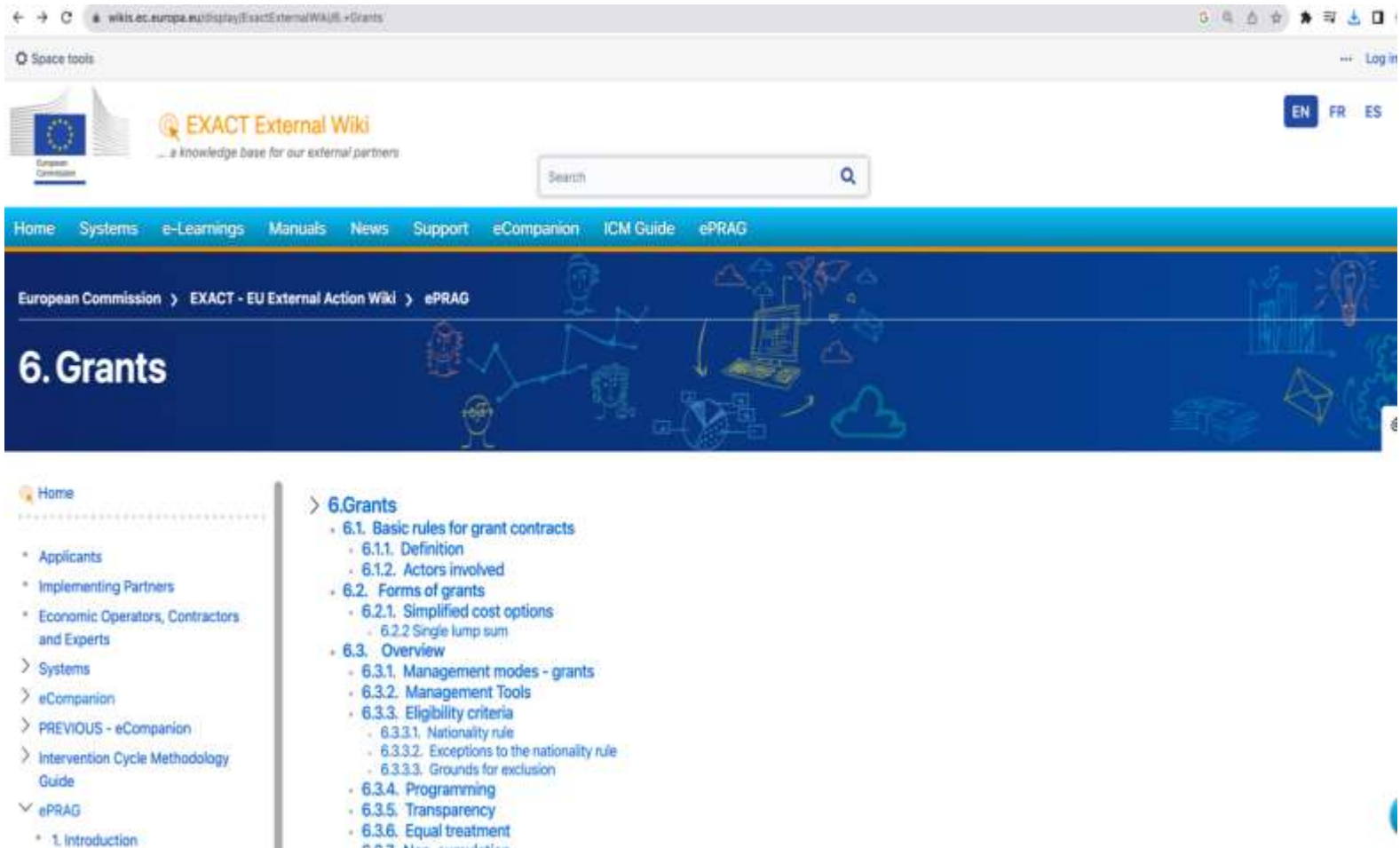


The screenshot shows a web browser window displaying the OPSYS Wiki page. The browser address bar shows the URL: [wikis.ec.europa.eu/display/ExactExternalWiki/e-Learning+Videos++OPSYS](https://wikis.ec.europa.eu/display/ExactExternalWiki/e-Learning+Videos++OPSYS). The page has a blue header with navigation links: Home, Systems, e-Learnings, Manuals, News, Support, eCompanion, ICM Guide, ePRAG. Below the header, there is a breadcrumb trail: European Commission > ... > OPSYS. The main title of the page is "e-Learning Videos - OPSYS". A decorative banner with various icons (lightbulb, laptop, gears, people) is positioned below the title. On the left side, there is a sidebar menu with a "Home" link and a list of categories: Applicants, Implementing Partners, Economic Operators, Contractors and Experts, Systems, OPSYS, Funding and Tender Opportunities Portal, OPSYS Training Catalogue, e-Learning Videos - OPSYS, Glossary - OPSYS, FAQ - OPSYS, Support - OPSYS, e-Calls PADOR, and e-Calls PROSPECT. The main content area is titled "OPSYS Webinars, e-Learning Modules and Video Tutorials" and contains a list of resources:

- > **Webinars for Implementing Partners**
  - 1. Introduction to OPSYS
  - 2. Encoding Logframes and Results in OPSYS
  - 3. Introduction to Calls for Publication
- > **e-Learning Module for Implementing Partners**
  - e-Learning Module 1: Encoding Interventions and Logframes in OPSYS
- > **e-Learning Videos**
  - **General**
    - Introduction to Primary Interventions
  - **Results and Monitoring on Interventions for Implementing Partners**
    - How to grant access to Implementing Partners in OPSYS - MyWorkplace
    - How to create a Logframe and add a Result in the F&T portal.
    - How to create and add an Indicator
    - How to add a Current Value to an Indicator
    - How to select and add a Core Indicator in the Funding and Tenders Portal
    - How to follow the progression status of a Logframe
    - How are the Logframe (Results and Indicators) and Current Values approved - The Review Mechanism Apply for a Grant in EU External Actions






For further information!



The screenshot shows a web browser displaying the EXACT External Wiki page for Grants. The page features a navigation menu with items like Home, Systems, e-Learnings, Manuals, News, Support, eCompanion, ICM Guide, and ePRAG. The main content area is titled "6. Grants" and includes a sidebar with a table of contents. The table of contents lists sections such as Applicants, Implementing Partners, Economic Operators, Contractors and Experts, Systems, eCompanion, PREVIOUS - eCompanion, Intervention Cycle Methodology Guide, and ePRAG. The main content area lists the following sections:

- 6.1. Basic rules for grant contracts
  - 6.1.1. Definition
  - 6.1.2. Actors involved
- 6.2. Forms of grants
  - 6.2.1. Simplified cost options
    - 6.2.2 Single lump sum
- 6.3. Overview
  - 6.3.1. Management modes - grants
  - 6.3.2. Management Tools
  - 6.3.3. Eligibility criteria
    - 6.3.3.1. Nationality rule
    - 6.3.3.2. Exceptions to the nationality rule
    - 6.3.3.3. Grounds for exclusion
  - 6.3.4. Programming
  - 6.3.5. Transparency
  - 6.3.6. Equal treatment

← → ↻ [wikis.ec.europa.eu/display/ExactExternal/Wiki/6.+Grants](#)   

Space tools

- Home
- Applicants
- Implementing Partners
- Economic Operators, Contractors and Experts
- Systems
- eCompanion
- PREVIOUS - eCompanion
- Intervention Cycle Methodology Guide
- ePRAG
  - 1. Introduction
  - 2. Basic rules
  - 3. Service Contracts
  - 4. Supply Contracts
  - 5. Works Contracts
  - 6. Grants**
  - Annexes
- Latest News
- Top Updates
- Wiki Statistics
- Space Statistics
- Contracts and Procurements

Other Wikis

## 6.10. List of Annexes

E	Grants	
E2	Local publication	<a href="#">e2_localpub_en.docx</a>
<b>E3</b>	<b>Guidelines for grant applicants</b>	
E3a	Guidelines for grant applicants (indirect management)	<a href="#">e3a_guidelines_en.docx</a>
E3aP	Guidelines for grant applicants (PROSPECT)	<a href="#">e3aP_guidelines_prospect_DM_en.zip</a>
E3a1	Annex J – Information on the tax regime applicable to grant contracts	<a href="#">e3a1_guidelines_annexJ_en.doc</a>
E3a2	Annex K – Guidelines and checklist for assessing budget and simplified cost options	<a href="#">e3a2_guidelines SCO Annex K_en.docx</a>
E3b	Application form (indirect management)	<a href="#">e3b_applicform_en.docx</a>
E3bP	Application form – Annexes A.1 and A.2 – Concept note and full application (PROSPECT)	<a href="#">e3bP_applicform_cn_fa_prospect_DM_en.zip</a>
E3c	Annex B – Budget	<a href="#">e3c_budget_en.xlsx</a>
E3d	Annex C – Logical framework	<a href="#">e3d_logframe_en.docx</a>
E3e1	Annex D – Legal entity file (natural person)	<a href="#">e3e1_lefnd_en.pdf</a>
E3e2	Annex D – Legal entity file (private or public law body with legal form)	<a href="#">e3e2_lefcompany_en.pdf</a>
E3e3	Annex D – Legal entity file (public law body)	<a href="#">e3e3_lefpublic_en.pdf</a>
E3f	Annex E – Financial identification form	<a href="#">e3f_fil_en.pdf</a>
E3h1	Annex G – Standard grant contract (special conditions)	<a href="#">e3h1_speccond_en.docx</a>
E3h2	Annex G – Annex II – General conditions	<a href="#">e3h2_gencond_en.pdf</a>
E3h3	Annex G – Annex IV – Procurement rules for beneficiaries	<a href="#">e3h3_wardproc_en.docx</a>
E3h4	Annex G – Annex V – Standard request for payment	<a href="#">e3h4_requestpay_en.doc</a>
E3h5	Annex G – Annex VI (1) – Model narrative and financial report (Interim narrative report)	<a href="#">e3h5_interreport_en.docx</a>

# An example from the EU Results: Nutrition



European Union

Capacity4dev

### Results and Indicators for Development

Reference

The guidance on thematic results and indicators covers DG INTPA strategies in various sectors, aiming to enhance the quality of our interventions – in terms of design, monitoring in the course of implementation. It also aims to promote the use of standardized information across European Union funded interventions in partner countries. DG INTPA unit in charge.

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#### Sectors

Introduction

The guidance on thematic results and indicators covers DG INTPA strategies in various sectors, aiming to enhance the quality of our interventions – in terms of design, monitoring in the course of implementation. It also aims to promote the use of standardized information across European Union funded interventions in partner countries. DG INTPA unit in charge.

- Green Alliances and Partnerships**
  - Circular Economy
  - Food and Nutrition Security and Resilience
  - Agriculture
  - Green Economy
  - Nutrition
  - Sustainable Cities
- Partnerships for Human development, Peace and Governance**
  - Countering Violent Extremism
  - Democracy
  - Human Rights
  - Justice Sector Reform
  - Resilience, Conflict Sensitivity and Peace
  - Security Sector Reform
  - Social Protection
- Alliances for Sustainable Growth and Jobs**
  - Business Environment Reform
  - Education
  - Employment and VET
- Partnerships for Migration and Mobility**
  - Forced displacement
  - Remittances
- Alliances for Science, Technology, Innovation and Digital**
  - Connectivity
  - Digitalisation
- Gender Equality**
  - Gender-based violence
  - Sexual and reproductive health and rights
  - Climate Change and environment
  - Economic and social rights
  - Equal participation and leadership
  - Diplomacy



## 2. Results Chain

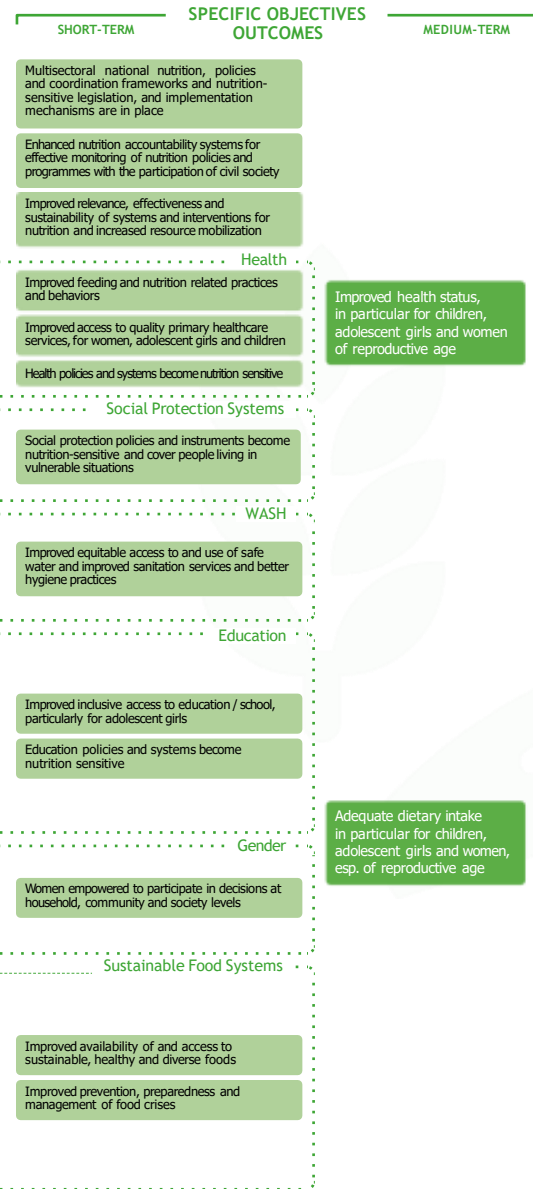
KNOWLEDGE  
GOVERNANCE

NUTRITION  
SPECIFIC

NUTRITION - SENSITIVE SECTORS

### OUTPUTS

- Strengthened capacities of policy makers and partners for integrating more systematic multi-sectoral planning, strategies, policies, regulations and legal frameworks for nutrition and gender.
  - Strengthened coordination mechanisms and platforms for nutrition, at national and subnational level, which include all relevant sectors and stakeholders
  - Increased awareness, knowledge and advocacy for nutrition across main stakeholders at subnational, national and global level, including decision-makers and civil society
  - Increased knowledge (e.g., through nutrition information systems), spaces and platforms to promote, better accountability and enhanced aid effectiveness for nutrition, in a participatory way
- 
- Increased government and local authorities capacities and investment on basic nutrition activities (code 12240)
  - Increased capacities at national and local level to provide inclusive access to quality health services, (including mental health)
  - Increased government and local authorities capacities to integrate nutrition into health systems to promote healthier eating, and prevent malnutrition in all of its forms
- 
- Increased knowledge of effective strategies for integrating nutrition, gender and pro-poor focus into social protection design and delivery to improve access to quality diets and nutrition
  - Improved awareness of policy makers on good practices for promoting shock responsive/adaptive social protection systems
- 
- Strengthened capacities of Government and civil society for the promotion of social and behavior change and nutrition-sensitive WASH practices, with particular emphasis on women and girls.
  - Increased investment and capacities of key stakeholders at national and subnational level for inclusive WASH services delivery and infrastructure, with particular emphasis on women and girls
- 
- Increased awareness or knowledge of sanitation & hygiene practices, adequate care and feeding practices, child and maternal and reproductive health care in target population
  - Improved capacity, strategies and resources for integrating nutrition and healthy diets, health, hygiene and physical activity principles and practices into education curricula and school activities
  - Improved capacities of education stakeholders for inclusive and quality education service delivery
  - Improved capacities (university and TVET) for practitioners and personnel working on extension services in nutrition sensitive sectors for supporting improved nutrition for the most vulnerable (for example, on sectors such as agriculture, health, education, social protection and water, sanitation and hygiene )
- 
- Improved capacities and awareness of decision makers and key stakeholders for analysing and addressing inequities throughout services delivery, food systems and value chains
  - Improved capacities for the development and implementation of gender-sensitive policies and programmes throughout different sectors, which also promote improved nutrition
- 
- Improved capacities of Government and local authorities for ensuring inclusive access to natural resources and preserving biodiversity
  - Improved inclusive access to productive inputs/ technology/ tools/ equipment, markets, and rural infrastructure (transport, water and irrigation, storage, processing, internet connectivity, etc.)
  - Improved stakeholders' capacities for supporting the sustainable production and supply of more safe, diverse and productive nutritious crops and foods
  - Improved knowledge and capacity of smallholder farmers (especially women and youth), and community-level systems for delivering on nutrition-sensitive agriculture and value chains
  - Improved capacities at national and subnational levels for prevention of and preparedness of food and nutrition crises



**Related SDGs**

The UN Sustainable Development Goal 1 (no poverty) and Goal 2 (zero hunger) are at the heart of the EU commitment to end hunger and malnutrition in all its forms.

Furthermore, improved nutrition will help achieve at least 12 of the 17 SDGs (especially 1, 2, 3, 4, 5, 8, 14, 16)



Result	Indicator(s)
<p><b>Outcome 3:</b> Multisectoral national nutrition, policies and coordination frameworks and nutrition-sensitive legislation, and implementation mechanisms are in place</p>	<ul style="list-style-type: none"> <li>Extent to which multisectoral national nutrition policies and coordination frameworks and nutrition-sensitive legislation, and implementation mechanisms are in place <i>Data source</i> Expert assessment. Baseline and endline studies to be conducted and budgeted by the EU-funded intervention</li> <li>Ranking in the Hunger and Nutrition Commitment Index (HANCI) <i>Data source</i> HANCI data set: <a href="http://www.hanindex.org">http://www.hanindex.org</a></li> </ul>
<p><b>Outcome 4:</b> Enhanced nutrition accountability systems for effective monitoring of nutrition policies and programmes with the participation of civil society</p>	<ul style="list-style-type: none"> <li>Extent to which civil society participates in monitoring the implementation of nutrition policies and programmes <i>Data source</i> Baseline and endline assessments conducted and budgeted by the EU-funded intervention</li> </ul>
<p><b>Outcome 5:</b> Improved relevance, effectiveness and sustainability of systems and interventions for nutrition and increased resource mobilization</p>	<ul style="list-style-type: none"> <li>Volume of financial commitments (and disbursements) by SUN donors <i>Data source</i> SUN Donor Resource Network</li> <li>Proportion of the estimated budget for National Nutrition Plan that has been funded from domestic finance <i>Data source</i> Baseline and endline assessments conducted and budgeted by the EU-funded intervention</li> </ul>
<p><b>Outcome 6:</b> Improved feeding and nutrition related practices and behaviours</p>	<ul style="list-style-type: none"> <li>Exclusive breastfeeding: proportion of infants aged less than 6 months fed exclusively with breast milk, disaggregated by sex, location, and socio-economic status <i>Data source</i> UNICEF Data, <a href="https://data.unicef.org/resources/resource-type/datasets/national-demographic-and-health-surveys-dhs/">https://data.unicef.org/resources/resource-type/datasets/national-demographic-and-health-surveys-dhs/</a>, <a href="https://www.dhsprogram.com/data/available-datasets.cfm">https://www.dhsprogram.com/data/available-datasets.cfm</a></li> <li>Early initiation of breastfeeding rate <i>Data source</i> WHO data, <a href="https://www.who.int/data/gho/data/indicators/indicator-details/GHO/early-initiation-of-breastfeeding-(c)">https://www.who.int/data/gho/data/indicators/indicator-details/GHO/early-initiation-of-breastfeeding-(c)</a></li> </ul>
<p><b>Outcome 7:</b> Improved access to quality primary healthcare services, for women, adolescent girls and children</p>	<ul style="list-style-type: none"> <li>SDG 3.8.1. Coverage of essential health services <i>Data source</i> SDG Reporting on indicator 3.8.1: <a href="https://unstats.un.org/sdgs/dataportal/">https://unstats.un.org/sdgs/dataportal/</a></li> <li>Proportion of children under one year old fully immunised (Diphtheria-tetanus-pertussis, DTP3, immunization), disaggregated by sex <i>Data source</i> WHO-UNICEF estimates, <a href="https://immunizationdata.who.int/">https://immunizationdata.who.int/</a>; UNICEF - MICS5 <a href="http://mics.unicef.org/">http://mics.unicef.org/</a></li> </ul>
<p><b>Outcome 8:</b> Health policies and systems become nutrition sensitive</p>	<ul style="list-style-type: none"> <li>Extent to which health policies and systems are nutrition sensitive <i>Data source</i> Expert assessment. Baseline and endline studies to be conducted and budgeted by the EU-funded intervention</li> </ul>
<p><b>Outcome 9:</b> Social protection policies and instruments become nutrition-sensitive and cover people living in vulnerable situations</p>	<ul style="list-style-type: none"> <li>Extent to which social protection policies and instruments are nutrition-sensitive and cover people living in vulnerable situations <i>Data source</i> Expert assessment. Baseline and endline studies to be conducted and budgeted by the EU-funded intervention</li> </ul>

Result	Indicator(s)
<p><b>Outcome 10:</b> Improved equitable access to and use of safe water and improved sanitation services and better hygiene practices</p>	<ul style="list-style-type: none"> <li>SDG 6.1.1. Proportion of population using safely managed drinking water services, disaggregated by sex, location, education and socio-economic status <i>Data source</i> Global SDG indicators database, <a href="https://unstats.un.org/sdgs/dataportal/">https://unstats.un.org/sdgs/dataportal/</a></li> <li>SDG 6.2.1. Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water by sex, location, education, socio-economic status and ethnic group <i>Data source</i> Global SDG indicators database, <a href="https://unstats.un.org/sdgs/dataportal/">https://unstats.un.org/sdgs/dataportal/</a></li> <li>Extent to which WASH services are affordable, disaggregated by location and socio-economic status Expert assessment. Baseline and endline studies to be conducted and budgeted by the EU-funded intervention</li> <li>Percentage of population practicing open defecation <i>Data source</i> Country-disaggregated WHO/UNICEF data on various sanitation indicators, including open defecation: <a href="http://data.unicef.org/topic/water-and-sanitation/sanitation/">http://data.unicef.org/topic/water-and-sanitation/sanitation/</a></li> </ul>
<p><b>Outcome 11:</b> Improved inclusive access to education / school, particularly for adolescent girls</p>	<ul style="list-style-type: none"> <li>SDG 4.1.2. Completion rate (primary education and lower secondary education) <i>Data source</i> Global SDG indicators database, <a href="https://unstats.un.org/sdgs/dataportal/">https://unstats.un.org/sdgs/dataportal/</a></li> </ul>
<p><b>Outcome 12:</b> Education policies and systems become nutrition sensitive</p>	<ul style="list-style-type: none"> <li>Extent to which the education policies and systems in the country are nutrition sensitive <i>Data source</i> Expert assessment. Baseline and endline studies to be conducted and budgeted by the EU-funded intervention</li> </ul>
<p><b>Outcome 13:</b> Women empowered to participate in decisions at household, community and society levels</p>	<ul style="list-style-type: none"> <li>Share of women among owners or rights-bearers of agricultural land, by type of tenure (SDG 5.a.1(b)) <i>Data source</i> Global SDG indicators database, <a href="https://unstats.un.org/sdgs/dataportal/">https://unstats.un.org/sdgs/dataportal/</a></li> <li>National score in the Women's empowerment in agriculture index (EPRR) <i>Data source</i> Developed and piloted by the International Food Policy Research Institute (IFPRI)</li> <li>Number of women and men who have secure tenure of land (with EU support) <i>Data source</i> Database of beneficiaries</li> <li>Percentage of women headed households targeted by the EU funded intervention that report a change in their income <i>Data source</i> Survey of beneficiary households supported by the EU-funded intervention</li> <li>Score for women empowerment in agriculture Index (pro-Woal) <i>Data source</i> Baseline and endline studies to be conducted and budgeted by the EU-funded intervention</li> </ul>

## Guidance on SMART Indicators for Relief and Development Projects

RELIEF INDICATORS

DEVELOPMENT INDICATORS



Food Security and  
Nutrition



Agriculture and NRM



WASH



Maternal and Child  
Health



Education and Skills



Markets and Income



Gender Equality



DRR and Resilience



Social Protection and  
Inclusion



Good Governance



This publication has been produced within the context of the Civic Space Project. This project is funded by the European Union and implemented by a consortium led by B&S Europe. The contents of this publication are the sole responsibility of B&S led consortium and do not necessarily reflect the views of the European Union.